



Alberni-Clayoquot Regional District

BOARD OF DIRECTORS MEETING

WEDNESDAY, NOVEMBER 22, 2017, 1:30 pm

Regional District Board Room, 3008 Fifth Avenue, Port Alberni, BC

AGENDA

	PAGE #
1. <u>CALL TO ORDER</u>	
Recognition of Traditional Territories.	
2. <u>APPROVAL OF AGENDA</u>	
<i>(motion to approve, including late items requires 2/3 majority vote)</i>	
3. <u>DECLARATIONS</u>	
<i>(conflict of interest or gifts exceeding \$250 in value as per section 106 of the Local Government Act)</i>	
4. <u>ADOPTION OF MINUTES</u>	
a. Board of Directors Meeting – November 8, 2017	6-17
<i>THAT the minutes of the Board of Directors meeting held on November 8, 2017 be adopted.</i>	
b. Long Beach Airport Advisory Committee Meeting – November 1, 2017	18-20
<i>THAT the minutes of the Long Beach Airport Advisory Committee meeting held on November 1, 2017 be adopted.</i>	
c. Personnel Committee Meeting – November 8, 2017	21-22
<i>THAT the minutes of the Personnel Committee meeting held on November 8, 2017 be adopted.</i>	
5. <u>PETITIONS, DELEGATIONS & PRESENTATIONS (10 minute maximum)</u>	
a. Arlene Armstrong, Applied and Integrated Science Program Leader, Pacific Rim National Park Reserve and Brent O’Rae, Environmental Program Advisor, Environmental Management & Security, Parks Canada regarding Parks Canada Biocell Proposal	
b. Bob Cole	
Regarding Kleekoot Marina	

- c. **Terry Vogan**
Regarding Kleekoot Marina

6. CORRESPONDENCE FOR ACTION

- a. **REQUEST FOR LETTER OF SUPPORT** **23-48**
District of Ucluelet, November 16, 2017 requesting a letter of support for their application to the Province of BC to renew the two per cent Municipal and Regional District Hotel Tax for five years.

Possible Motion:

THAT the Board of Directors forward a letter of support to the District of Ucluelet supporting their application to the Province of BC to renew the two per cent Municipal and Regional District Hotel Tax for five years.

7. CORRESPONDENCE FOR INFORMATION

- a. **MINISTER OF JOBS, TRADE AND TECHNOLOGY** **49-50**
Nominations for Open for Business Awards
- b. **CIVICINFO BC** **51-52**
Consultation Deadlines – Passenger Directed Vehicle Services
- c. **PORT ALBERNI PORT AUTHORITY** **53-73**
2016 China Creek Marina Lease Payment

THAT the Board of Directors receive items a-c for information.

8. REQUEST FOR DECISIONS & BYLAWS

- a. **REQUEST FOR DECISION** **74-91**
Bamfield Water System Rate Increase

THAT the Alberni Clayoquot Regional District Board of Directors give first reading to Bylaw cited as “Bamfield Water System Specified Area Rates and Regulations Amendment Bylaw F1089-1, 2018”.

THAT the Alberni Clayoquot Regional District Board of Directors give second reading to Bylaw cited as “Bamfield Water System Specified Area Rates and Regulations Amendment Bylaw F1089-1, 2018”.

THAT the Alberni Clayoquot Regional District Board of Directors give third reading to Bylaw cited as “Bamfield Water System Specified Area Rates and Regulations Amendment Bylaw F1089-1, 2018”.

THAT the Alberni Clayoquot Regional District Board of Directors adopt Bylaw cited as “Bamfield Water System Specified Area Rates and Regulations Amendment Bylaw F1089-1, 2018”.

- b. **REQUEST FOR DECISION** **92-95**
Personnel Committee – Terms of Reference

THAT the Alberni-Clayoquot Regional District Board of Directors approve the Terms of Reference for the Personnel Committee as presented.

9. PLANNING MATTERS

9.1 ELECTORAL AREA DIRECTORS ONLY

- a. **RC17007, ISLAND TIMBERLANDS GP LTD (LONG BEACH)** **96-100**
Rezoning Application – Memorandum and Bylaws P1358 and P1359.

THAT Bylaw P1358, South Long Beach Official Community Plan Amendment Bylaw be adopted.

THAT Bylaw P1359, Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw be adopted.

- b. **RT17008, SALMON BEACH (LONG BEACH)** **101-102**
Zoning Text Amendment – Memorandum and Bylaw P1360

THAT Bylaw P1360, Regional District of Alberni-Clayoquot Zoning Text Amendment Bylaw be adopted.

- c. **SHORT TERM VACATION RENTALS CONSULTATION SUMMARY AND RECOMMENDATIONS REPORT (ALL ELECTORAL AREAS)** **103-129**
Memorandum and Report

THAT the Board of Directors receive the Short Term Vacation Rentals Consultation Summary and Recommendations Report;

THAT the Board of Directors direct staff to:

Prepare a policy document for consideration by the Board requiring that Short Term Rental (STR) applications are first considered by Temporary Use Permit;

Draft an amendment to the Development Procedures Bylaw to increase the application fee for a STR Temporary Use Permit from \$300 to \$600; and

Include a potential increase to bylaw enforcement resources to the 2018 budget discussions.

9.2 ALL DIRECTORS

- a. **MISC17018, REGIONAL DISTRICT OF NANAIMO** **130-131**
Miscellaneous Referral – Memorandum

THAT the Board of Directors accept “Regional District of Nanaimo Electoral Area ‘H’ Official Community Plan Bylaw No. 1335.06, 2017” and direct staff to respond that the ACRD’s interests are unaffected.

10. REPORTS

10.1 STAFF REPORTS

- a. Staff Action Items Report – November 17, 2017 **132-138**
b. Meeting Schedule – December 2017 **139**
c. Financial Statement – October 31, 2017 **140-141**
d. Alberni Valley Regional Airport – Cost Update – Nov. 22, 2017 **142-143**

THAT the Board of Directors receives the Staff Reports a-d.

10.2 COMMITTEE REPORTS

10.3 MEMBER REPORTS

- a. 9-1-1 Corporation – J. McNabb
b. Vancouver Island Regional Library - L. Banton
c. Central West Coast Forest Society – T. Bennett
d. Alberni Valley Chamber of Commerce – Jack McLeman
e. Coastal Community Network – T. Bennett/D. St. Jacques
f. West Island Woodlands Advisory Group –M. Kokura
g. Island Coastal Economic Trust – J. Jack
h. Air Quality Council, Port Alberni – K. Wyton
i. West Coast Aquatic Board – T. Bennett/K. Wyton
j. Association of Vancouver Island & Coastal Communities – P. Cote
k. Beaver Creek Water Advisory Committee – J. McNabb

I. Other Reports

- Island Corridor Foundation Strategic Priorities & Operations Plan November 2017 **144-195**

THAT the Board of Directors receives the Member Reports.

11. UNFINISHED BUSINESS

12. LATE BUSINESS

13. QUESTION PERIOD

14. IN CAMERA

Motion to close the meeting to the public as per section

- i. 90 (1) (c) of the Community Charter: Labour relations or other employee relations.*

15. RECOMMENDATIONS TO THE BOARD FROM IN-CAMERA

16. ADJOURN

**Next Board of Directors Meeting: Wednesday, December 13, 2017, 1:30 PM
Regional District Board Room**



Alberni-Clayoquot Regional District

MINUTES OF THE BOARD OF DIRECTORS MEETING HELD ON WEDNESDAY, NOVEMBER 8, 2017, 1:30 PM

Regional District Board Room, 3008 Fifth Avenue, Port Alberni, BC

DIRECTORS

John Jack, Chairperson, Councillor, Huu-ay-aht First Nation

PRESENT:

Josie Osborne, Vice-Chair, Mayor, District of Tofino
Keith Wyton, Director, Electoral Area "A" (Bamfield)
Mike Kokura, Director, Electoral Area "B" (Beaufort)
Tony Bennett, Director, Electoral Area "C" (Long Beach) (via teleconference)
Penny Cote, Director, Electoral Area "D" (Sproat Lake)
John McNabb, Director, Electoral Area "E" (Beaver Creek)
Lucas Banton, Director, Electoral Area "F" (Cherry Creek)
Mike Ruttan, Mayor, City of Port Alberni
Jack McLeman, Councillor, City of Port Alberni
Dianne St. Jacques, Mayor, District of Ucluelet
Alan McCarthy, Member of Legislature, YuułuꞀiꞀꞀath Government
Wilfred Cootes, Councillor, Uchucklesaht Tribe Government

REGRETS:

Kirsten Johnsen, Member of Council, Toquaht Nation

STAFF PRESENT:

Douglas Holmes, Chief Administrative Officer
Andrew McGifford, Manager of Environmental Services
Teri Fong, Manager of Finance
Mike Irg, Manager of Planning and Development
Wendy Thomson, Manager of Administrative Services
Alex Dyer, Planner

1. CALL TO ORDER

The Chief Administrative Officer (CAO) called the meeting to order at 1:30 pm.

The CAO recognized the meeting this afternoon being held in the Tseshaht First Nation and the Hupacasath First Nation Traditional Territories.

2. ELECTIONS –CHAIR AND VICE-CHAIR

a. ELECTION OF CHAIRPERSON – 2017/2018

The CAO conducted elections for Chairperson of the Alberni-Clayoquot Regional District and Vice-Chairperson of the Alberni-Clayoquot Regional Hospital District for 2017/2018.

The CAO requested nominations three times. Director Jack and McLeman were nominated and accepted the nomination.

The candidates each provided a two-minute speech on why they should be elected Chairperson.

The CAO and Manager of Administrative Services conducted the election.

The CAO declared Director Jack elected to the positions of Chairperson of the Alberni-Clayoquot Regional District and Vice-Chairperson of the Alberni-Clayoquot Regional Hospital District for 2017/2018.

Director Jack assumed the Chair.

b. ELECTION OF VICE-CHAIRPERSON 2017/2018

The Chairperson conducted elections for Vice-Chairperson of the Alberni-Clayoquot Regional District and Chairperson of the Alberni-Clayoquot Regional Hospital District for 2017/2018.

The Chairperson requested nominations three times. Director Osborne and McNabb were nominated and accepted the nomination.

The candidates each provided a two-minute speech on why they should be elected Vice-Chairperson of the Alberni-Clayoquot Regional District for 2017/2018.

The CAO and Manager of Administrative Services conducted the election.

The Chairperson declared Director Osborne elected to the positions of Vice-Chairperson of the Alberni-Clayoquot Regional District and Chairperson of the Alberni-Clayoquot Regional Hospital District for 2017/2018.

Director McNabb left the meeting at 1:50 pm

3. APPROVAL OF AGENDA

MOVED: Director Kokura

SECONDED: Director McLeman

THAT the agenda be approved as circulated with the addition of the following late items:

6a. Late Delegation – Mr. Joe Van Bergen regarding Klehkoot Marina rezoning application RD17006 and the Sproat Lake Clean Water Committee

6b. Late Delegation - Mr. Dan Powell regarding Rezoning Application RD17006

6c. Late Delegation – Mr. Seelenmayer regarding Rezoning Application RD17006

CARRIED

4. DECLARATIONS

5. ADOPTION OF MINUTES

a. Board of Directors Meeting – October 25, 2017

MOVED: Director Banton

SECONDED: Director McCarthy

THAT the minutes of the Board of Directors meeting held on October 25, 2017 be adopted.

CARRIED

b. West Coast Committee Meeting – November 1, 2017

MOVED: Director Osborne

SECONDED: Director McCarthy

THAT the minutes of the West Coast Committee meeting held on November 1, 2017 be adopted.

CARRIED

6. PETITIONS, DELEGATIONS & PRESENTATIONS

a. Late Item: Mr. Joe Van Bergen regarding the Rezoning Application RD17006 (Klehkoot Marina) & the Sproat Lake Clean Water Committee.

Mr. Van Bergen spoke against rezoning application RD17006 and provided an overview the Sproat Lake Clean Water Committee and their research on federal/provincial regulations on discharge of sewage in fresh water lakes.

b. Mr. Dan Powell regarding Rezoning Application RD17006

Mr. Powell read out a submitted to the ACRD Board of Directors from Mr. Cassavant regarding rezoning of Klehkoot Marina. Mr. Powell spoke in favour of this application.

c. Mr. Seelenmayer regarding Rezoning Application RD17006

Mr. Seelenmayer spoke in favour of rezoning application RD17006.

7. CORRESPONDENCE FOR ACTION

a. Correspondence dated September 25, 2017 from Dr. Paul Hasselback, Medical Health Officer, Island Health regarding Air Quality Related Health Concerns due to Domestic Wood Burning.

MOVED: Director Wyton

SECONDED: Director Kokura

THAT the ACRD Board of Directors refer the letter from Island Health requesting the Board consider adopting strategies to improved air quality from domestic wood burning to the next Electoral Area Directors Committee.

CARRIED

- b. Correspondence dated November 2, 2017 from Central Westcoast Forest Society requesting a Letter of Support for funding to continue work replacing two culverts with the Alberni-Clayoquot Regional District and to complete the required in-stream and riparian restoration.**

MOVED: Director Bennett

SECONDED: Director Kokura

THAT the Alberni-Clayoquot Regional District forward a letter supporting the Central Westcoast Forest Society's application to the Habitat Conservation Trust Foundation for the English Cove Watershed Project and the Willowbrae Creek Project.

CARRIED

- c. Correspondence dated November 1, 2017 from Vancouver Island Regional Library requesting an Alberni-Clayoquot Regional District appointment and alternate appointment to the Vancouver Island Regional Library Board for the year 2018.**

MOVED: Director Osborne

SECONDED: Director McCarthy

THAT the Board of Directors appoint Director Banton as Trustee and Director Cootes as Alternate Trustee on the Vancouver Island Regional Library Board for 2018.

CARRIED

8. CORRESPONDENCE FOR INFORMATION

- a. SHEILA MALCOLMSON, MP, NANAIMO/LADYSMITH**
Bill C-352 – Abandoned Vessels
- b. ISLAND COASTAL ECONOMIC TRUST**
From Vision To Strategy: Ahousaht Plan Will Create Economic Opportunity While Preserving Heritage, Culture, Environment

Working Smarter Means Working Together for Ladysmith Economic Development

- c. **CITIZENS FOR SAFE TECHNOLOGY**
Microcells and Possible Wireless Harm
- d. **MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING**
Summary Report on Local Government Climate Actions 2016
- e. **MINISTRY OF ENVIRONMENT AND CLIMATE CHANGE STRATEGY**
Response to August 23, 2017 letter regarding Carp and American Bullfrog Interactions with Sockeye rearing in Fresh Water Lakes
- f. **SHAUN LONEY**
An Army of Problem Solvers

MOVED: Director Kokura

SECONDED: Director Cootes

THAT the Board of Directors receive items a-f for information.

CARRIED

9. REQUEST FOR DECISIONS & BYLAWS

- a. **Request for Decision regarding Action Plan Development – Examining Potential of New Aquatic Centre.**

MOVED: Director Ruttan

SECONDED: Director McLeman

THAT the Alberni-Clayoquot Regional District Board of Directors instruct staff to meet with City of Port Alberni staff to develop an action plan for examining the potential for development of a new aquatic centre and the provision of aquatic centre services in the Alberni Valley for consideration by the ACRD Board during 2018 budget discussions.

CARRIED

- b. **Request for Decision regarding Signing Authority for Banking Purposes**

MOVED: Director Ruttan

SECONDED: Director Kokura

THAT the Board of Directors authorize the following signatories for banking purposes for the Alberni-Clayoquot Regional District and Alberni-Clayoquot Regional Hospital District:

1. *The following Directors have signing authority:*
 - i. *John Jack, Chairperson*
 - ii. *Josie Osborne, Vice-Chairperson*
 - iii. *Penny Cote, Director, Electoral Area "D" (Sproat Lake)*

2. *The following Staff members have signing authority:*
 - i. *Douglas Holmes, Chief Administrative Officer*
 - ii. *Teri Fong, Manager of Finance*
 - iii. *Wendy Thomson, Manager of Administrative Services*
3. *One of the above Directors are authorized to sign all Regional District banking documents with one of the above Staff members.*

CARRIED

**c. Request for Decision regarding West Coast Multiplex Design Report.
(reports attached separately)**

MOVED: Director McLeman
SECONDED: Director St. Jacques

THAT the Alberni-Clayoquot Regional District Board of Directors receive the West Coast Multiplex Design and Costing Report developed by VDA Architecture Ltd.

CARRIED

d. Request for Decision regarding Community Emergency Preparedness Fund Grant.

MOVED: Director Ruttan
SECONDED: Director Osborne

THAT the Alberni-Clayoquot Regional District Board of Directors submit an application through UBCM to the Community Emergency Preparedness Fund Emergency Social Services requesting a grant in the amount of \$25,000 to support Reception Centre and Group Lodging Kits and Volunteer Recruitment, Engagement and Retention for the Alberni Valley.

CARRIED

e. Request for Decision regarding Appointments to the Bamfield Parks Commission.

MOVED: Director Wyton
SECONDED: Director St. Jacques

THAT the Alberni-Clayoquot Regional District re-confirm and approve appointments of the following individuals to the Bamfield Parks Commission:

- *Andrea Butler, One Year Term*
- *Peter Herbig, Two Year Term*
- *Louis Druehl, Two Year Term*

AND FURTHER that staff be instructed to work with the area Director and Commission Members to review, update and amend Bylaw 416, Bamfield Parks Commission for consideration by the ACRD Board of Directors.

CARRIED

f. Request for Decision regarding Finance Warrant No. 582.

MOVED: Director Kokura

SECONDED: Director Banton

THAT the Board of Directors approve Finance Warrant Number 582 in the amount of \$6,968,598.70 dated October 31, 2017.

CARRIED

10. PLANNING MATTERS

a. BEAVER CREEK WATER SYSTEM – DEVELOPMENT COST CHARGES

Memorandum and Bylaw F1133. (report attached separately)

MOVED: Director Kokura

SECONDED: Director Wyton

THAT the Board of Directors give first reading to “Beaver Creek Water System Service Area Development Cost Charge Bylaw No. F1133, 2017”.

CARRIED

MOVED: Director Kokura

SECONDED: Director Banton

THAT the Board of Directors give second reading to “Beaver Creek Water System Service Area Development Cost Charge Bylaw No. F1133, 2017”.

CARRIED

MOVED: Director Wyton

SECONDED: Director Banton

THAT staff advertise and hold the public consultation session on November 21st 2017 at the Alberni-Clayoquot Regional District office, as recommended within the “Development Cost Charge - Best Practices Guide” by the Ministry of Municipal Affairs & Housing.

CARRIED

MOVED: Director Kokura

SECONDED: Director Wyton

THAT the public meeting for Bylaws F1133, 2017 be delegated to the Director for Electoral Area 'E', the Alternate Director or the Chairperson of the Regional District.

CARRIED

MOVED: Director Banton

SECONDED: Director Cote

THAT the Board of Directors direct staff to submit "Beaver Creek Water System Service Area Development Cost Charge Bylaw No. F1133, 2017" and supporting information to the Ministry of Municipal Affairs & Housing.

CARRIED

b. RC17007, ISLAND TIMBERLANDS GP LTD (LONG BEACH)

Rezoning Application – Public Hearing Report, Public Hearing Minutes and Bylaws P1358 and P1359.

MOVED: Director Bennett

SECONDED: Director Kokura

THAT the Board of Directors receive the public hearing report.

CARRIED

MOVED: Director Bennett

SECONDED: Director Banton

THAT the Board of Directors receive the public hearing minutes.

CARRIED

MOVED: Director Bennett

SECONDED: Director Banton

THAT Bylaw P1358, South Long Beach Official Community Plan Amendment Bylaw be read a second time.

CARRIED

MOVED: Director Bennett

SECONDED: Director Kokura

THAT Bylaw P1358, South Long Beach Official Community Plan Amendment Bylaw be read a third time.

CARRIED

MOVED: Director Bennett

SECONDED: Director Cote

THAT Bylaw P1359, Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw be read a second time.

CARRIED

MOVED: Director Bennett

SECONDED: Director Cote

THAT Bylaw P1359, Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw be read a third time.

CARRIED

c. RT17008, SALMON BEACH (LONG BEACH)
Zoning Text Amendment – Bylaw P1360

MOVED: Director Bennett

SECONDED: Director Cote

THAT Bylaw P1360, Regional District of Alberni-Clayoquot Zoning Text Amendment Bylaw be read a second time.

CARRIED

MOVED: Director Bennett

SECONDED: Director Kokura

THAT Bylaw P1360, Regional District of Alberni-Clayoquot Zoning Text Amendment Bylaw be read a third time.

CARRIED

d. RD17006, 655570 BC LTD, 10412 LAKESHORE ROAD (SPROAT LAKE)
Rezoning Application – Report and Bylaws P1361, P1362 and P1363

MOVED: Director Cote

SECONDED: Director Banton

THAT restrictive covenant FB194076 be modified to allow for a maximum of twenty (20) sleeping units or dwelling units with a maximum floor area of 1,400 ft² excluding any garage or carport, after a public meeting.

CARRIED

MOVED: Director Cote

SECONDED: Director Kokura

THAT the Board of Directors is, at this time, disposed to deny this application and prior to doing so, the Board wishes to offer the applicants the opportunity to present their own case as to why this matter should not be denied.

CARRIED

- e. **RF17005, KAUR, 6106 COTTAM ROAD (CHERRY CREEK)**
Rezoning Application – Memorandum and Bylaw P1349

MOVED: Director Banton

SECONDED: Director Cote

THAT Bylaw P1349, Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw be adopted.

CARRIED

11. REPORTS

11.1 STAFF REPORTS

- a. **Planning and Development Report – November 2, 2017**
- b. **Staff Action Items Report – November 6, 2017**
- c. **Transport Canada Program Validation Inspection Memo – Nov. 2, 2017**

MOVED: Director Cote

SECONDED: Director Cootes

THAT the Board of Directors receives the staff reports a-c.

CARRIED

11.2 COMMITTEE REPORTS

- a. **Long Beach Airport Advisory Committee Meeting – November 1, 2017 (J. Osborne) - verbal**

Director Osborne reported on the meeting held on November 1st.

- d. **Personnel Committee Meeting – November 8, 2017 (J. Jack) – verbal**

Director Jack reported on the meeting and advised the Committee will be bringing a draft Terms of Reference for approval at the next Board meeting.

MOVED: Director McLeman

SECONDED: Director Banton

THAT these verbal reports be received.

CARRIED

*MOVED: Director Cote
SECONDED: Director Cootes
THAT the following report be allowed as a late item: West Island Woodland Advisory Group.*

CARRIED

Director Kokura reported on the Nov 2nd meeting of the West Island Woodland Advisory Group.

12. UNFINISHED BUSINESS

13. LATE BUSINESS

*MOVED: Director Ruttan
SECONDED: Director McLeman*

THAT the following be allowed for consideration as a late item: waiving tipping fees for the clean-up of the sweep and debris at the end of Sproat Lake.

CARRIED

*MOVED: Director McLeman
SECONDED: Director Ruttan*

THAT the ACRD Board of Directors waive tipping fees at the Alberni Valley Landfill for the clean-up of the sweep and debris at the end of Sproat Lake.

CARRIED

14. QUESTION PERIOD

15. ADJOURN

*MOVED: Director McLeman
SECONDED: Director Banton*

THAT this meeting be adjourned at 3:44 pm.

CARRIED

Certified Correct:

John Jack,

Wendy Thomson,

Chairperson

Manager of Administrative Services



**Alberni-Clayoquot Regional District
Long Beach Airport Advisory Committee
Meeting Minutes**

Meeting Date: Wednesday, November 1, 2017 **Location:** Ucluelet Community Centre
Time: 1:00 pm 500 Matterson, Ucluelet, BC

MEMBERS PRESENT: Chairperson, Josie Osborne, Mayor, District of Tofino
Bernadette Herbert, Ucluelet Chamber of Commerce
Charles McDiarmid, Wickaninnish Inn – Member at Large
Alan McCarthy, Member of Legislature, Yuułuʔiłʔat Government
Kirsten Johnsen, Member of Council, Toquaht Nation
Marilyn McEwan, Councillor, District of Ucluelet (Alternate)
Tony Bennett, Director, Electoral Area 'C' Director (via teleconference)

REGRETS: Diane St. Jacques, Mayor, District of Ucluelet
Jackie Godfrey, Parks Canada
Elmer Frank, Tla-o-qui-aht FN
Jennifer Steven, Tofino/Long Beach Chamber of Commerce

STAFF PRESENT: Mark Fortune, Airport Superintendent
Janice Hill, Environmental Services Coordinator
Chantel Gemmell, West Coast Assistant

GUESTS: Robert Dodds, Primal Communications

1. CALL TO ORDER

The Chairperson called the meeting to order at 1:13 pm

The Chairperson recognized the meeting is being held in the Yuułuʔiłʔatḥ Government Traditional Territories.

2. APPROVAL OF AGENDA

MOVED: Director McEwan

SECONDED: Director McCarthy

THAT the agenda be approved as circulated.

CARRIED

3. ADOPTION OF MINUTES

a. **Long Beach Airport Advisory Committee Meeting – May 8, 2017**

MOVED: Director Johnsen
SECONDED: Director McCarthy

THAT the minutes of the Long Beach Airport Advisory Committee meeting held on May 8, 2017 be received.

CARRIED

4. ACTION ITEMS

a. Marketing Strategy - Robert Dodds – Primal Communications

Robert Dodds of Primal Communications provided explanation on the Marketing Tactics and Implementation of items outlined in the report.

C. McDiarmid entered the meeting at 1:20 pm.
Director Bennett joined the meeting at 1:23 pm.
Director McCarthy left the meeting at 1:35 pm

MOVED: B. Herbert
SECONDED: C. McDiarmid

THAT the Long Beach Airport Advisory Committee recommend that Staff prepare a contract for services, for Board consideration, with Primal Communications for the production of a Flat Sheet, Print Advertising, organizing a Spring Launch Event and commence communications with Travel Media Writers.

CARRIED

Chairperson Osborne left the meeting at 2:23 pm
B. Herbert left the meeting at 2:23 pm
Director McEwan stepped in as Chairperson

5. REPORTS

a. BC Aviation Council Award – William Templeton Trophy & Video – Mark Fortune

The Long Beach (Tofino) Airport received the William Templeton Award for the installation of landing lights at the airport. Mark attend the awards banquet held in Vancouver on October 25th to receive the award. The trophy will be displayed at the Alberni-Clayoquot Regional District for a one-year period. The Committee viewed a video that was prepared for the awards ceremony. The video is available for viewing on the ACRD website.

b. Transport Canada Program Validation Inspection

MOVED: C. McDiarmid
SECONDED: Director Johnsen

THAT the Long Beach Airport Advisory Committee receive the report.

CARRIED

c. **Mark Fortune – Long Beach Airport Report (Verbal)**

Mark Fortune provided a verbal report on recent activities at the Long Beach Airport.

- TC Program Validation Inspection corrective actions are underway. The airport's Wildlife Management Plan, Emergency Response Plan and Airport Operations manuals will be updated by November 15th
- 2017 passenger stats are on track to exceeding the 2016 record breaking (7148) numbers
- ACAP applications submitted include a combination wet / dry spreader attachment and taxiway / apron upgrades.
- Other initiatives being developed include Maintenance building upgrades, terminal upgrades and parking lot improvements.
- Mark and Chantel will be attending a winter operations program later in November.

6. **ADJOURN**

MOVED: Director Johnsen

SECONDED: C. McDiarmid

THAT this meeting be adjourned at 2:50 pm

CARRIED

Certified Correct
Josie Osborne, Chair



Alberni-Clayoquot Regional District

MINUTES OF THE PERSONNEL COMMITTEE MEETING HELD ON WEDNESDAY, NOVEMBER 8, 2017

Regional District Board Room, 3008 Fifth Avenue, Port Alberni, BC

DIRECTORS PRESENT: John Jack, Chairperson, Councillor, Huu-ay-aht First Nation
John McNabb, Director, Electoral Area "E" (Beaver Creek)
Mike Ruttan, Mayor, City of Port Alberni
Josie Osborne, Mayor, District of Tofino

REGRETS: Mike Kokura, Director, Electoral Area "B" (Beaufort)

STAFF PRESENT: Douglas Holmes, Chief Administrative Officer
Wendy Thomson, Manager of Administrative Services

1. **CALL TO ORDER**

The Chairperson called the meeting to order at 10:02 am.

The Chairperson recognized the meeting being held in the Tseshaht First Nation and the Hupacasath First Nation Traditional Territories.

2. **APPROVAL OF AGENDA**

MOVED: Director Ruttan

SECONDED: Director Osborne

THAT the agenda be approved as circulated with the addition of the following late item: 3 b. Communications between staff and directors after hours.

CARRIED

3. **REPORTS**

a. Draft Terms of Reference – Personnel Committee

The Committee reviewed the draft terms of reference as presented.

MOVED: Director Osborne

SECONDED: Director Ruttan

THAT the Personnel Committee recommend that the ACRD Board of Directors approve the amended Terms of Reference for the Personnel Committee.

CARRIED

b. Late Item – After hours communications – Directors/Staff

The Chief Administrative Officer spoke to an issue raised by a few directors with respect to directors contacting staff members (managers) after hours. The CAO advised this was discussed with the other managers and is not an issue. The Committee agreed this could be addressed after the next election during the orientation session.

4. IN-CAMERA

MOVED: Director Osborne

SECONDED: Director Ruttan

THAT the meeting be closed to the public as per the Section (1) (c) of the Community Charter to discuss labour relations or other employee relations.

CARRIED

The meeting was closed to the public at 10:29 am.

The meeting was re-opened to the public at 11:59 am.

5. RECOMMENDATIONS FROM IN-CAMERA

6. ADJOURN

MOVED: Director Osborne

SECONDED: Director McNabb

THAT the meeting be adjourned at 11:59 am.

CARRIED

Certified Correct:

John Jack, Chairperson
Chairperson

Wendy Thomson,
Manager of Administrative Services

Thursday, November 16, 2017

John Jack, Chairman
Alberni Clayoquot Regional District

Dear Mr. Jack & Board of Directors,

The District of Ucluelet, in conjunction with Tourism Ucluelet, is again applying to renew, for five years, Municipal and Regional District Tax – Hotel Tax (MRDT). At the District of Ucluelet Regular Council meeting of Tuesday, November 14, 2017 Municipal Regional District Tax Bylaw No. 1223, 2017 was passed.

The updated bylaw will allow the District of Ucluelet in conjunction with Tourism Ucluelet to move forward on their application to the Province of British Columbia, on behalf of the municipality, to collect a 2% additional tax of the purchase price of accommodation sold within the municipality. These funds are to be used for the purposes of tourism marketing, programs and projects as they relate to the District of Ucluelet through the Tourism Ucluelet five-year strategy.

Our next step in the process for the Province of British Columbia is to receive a letter of support from Alberni Clayoquot Regional District as we have had in the past.

As required from the province:

- o **If a municipality is applying**, the municipality must provide evidence that the regional district has been consulted and indicate whether the regional district supports or opposes the imposition of the tax in the municipality. Evidence could be in the form of a letter from the regional district's Board of Directors.

I have attached the five-year plan as presented by Tourism Ucluelet. Please do not hesitate to call me at 250-726-7772 if you have any questions.

We thank-you for your ongoing support.

Sincerely,



Abby Fortune
Director of Parks & Recreation

District of Ucluelet . *Life on the Edge*®

200 Main Street

PO.Box 999

Ucluelet . BC . VoR 3Ao

t. 250.726.7744

f. 250.726.7335

Ucluelet.ca

info@Ucluelet.ca

October 18, 2017

To Her Worship and Council,

Over the course of the preparation of the MRDT renewal document, Tourism Ucluelet opened a dialog with all the Hoteliers who collect the MRDT Tax; all were invited to a round table discussion.

The meeting was to review and provide feedback on the results of a survey that was distributed to all tourism businesses in Ucluelet regarding the priorities and direction of the 5-year strategy. Tourism Ucluelet further communicated via email to the collecting group of Hoteliers status updates of the document, requested feedback on the 1-year tactical plan as well as 5-year strategy, and most importantly, should the tax move to 3%.

In an email sent to all 22 collecting properties, the question was posed "Would you consider moving to the 3% or stay at 2% in the next collection period? Yes/No and provide your reasons." Of the 22 emails that were sent out, 15 replied. All Hoteliers, wanted to stay at the 2% for a multitude of reasons, but the primary comments were:

- * the illegal nightly rental problem be addressed,
- * Advocate to the Province to amend regulation 78 1(b) which would require any accommodation provider that has a short term nightly rental to collect 2% Hotel tax, even if the property has one nightly unit;
- * Develop a strategy which includes smaller accommodation providers contribute to TU funding base

In the end, 71% of the of the 22 agreed to stay at the 2%, which also equated to 90% of the room. The province asks to have a minimum of 51% of the properties and 51% of the room count. The remaining 7 did not respond to the email for final feedback.

Over the course of the next 6 weeks Tourism Ucluelet will be going to all of the Hoteliers to sign to stay at the 2% hotel tax. This will be completed in time to submit with the all the documents at the end of November.

If Council has any questions pertaining to the strategy and budget, please do not hesitate to contact Tourism Ucluelet.

We thank you for your time and consideration.

Sincerely,



Denise Stys-Norman
Executive Director
For Tourism Ucluelet Board of Directors

Appendix 1.2 Five-Year Strategic Business Plan

DRAFT

Five-Year Strategic Business Plan Template

Designated Recipient: District of Ucluelet
Community Name: Ucluelet
Date Prepared: June 2017
MRDT Term Expiry Date: July 1, 2018
Five Year Period: 2018-2023

Section 1: Five-Year Strategic Overview	
Vision and Mission	<p>Vision</p> <p><i>Ucluelet shares our environment, history, culture and heritage with visitors, while enhancing the lives of community members.</i></p> <p>Our community’s Official Community Plan envisions Ucluelet as: <i>an attractive, safe, healthy, friendly, vibrant, ecologically sound maritime community which is the all season resort destination of choice for visitors.</i></p> <p>Mission</p> <p>A visitor-tax funded destination marketing organization (DMO) that collectively builds a strong, genuine brand through focused marketing and sales efforts and industry collaborations.</p> <p>Tourism Ucluelet liaises with all levels of government, and promotes best practice policies that endeavor to enhance our community and visitor experience.</p>
Strategic Context	<p>British Columbia’s tourism industry had an exceptional year in 2016, with a total of 5,532,065 overnight international visitor arrivals to the province. Ucluelet’s visitor economy has also continued to see strong year over year growth with increases in both occupancy and average rate.</p> <p>Tourism Ucluelet conducted two Visitor Experience Surveys, one between February and July 2016 and another between September to December 2016. These surveys showed that Ucluelet’s visitors originate primarily from BC (78% in the spring months and 80% in the autumn months). The rest of Canada makes up the bulk of the remaining visitors, with Alberta and Ontario generating the most visitation. Travel size averages 2.7 persons and 87% are leisure visitors and 10% are visiting friends and relatives.</p> <p>The District of Ucluelet, who is the Municipal & Regional District Tax (MRDT) applicant, contracts the Ucluelet Tourism Association (Tourism Ucluelet) to implement the 5-year Strategic Plan which is reviewed annually?. Tourism Ucluelet has one full-time Executive Director and contracts services for marketing plan execution, website maintenance, asset collection and social media. The visitor centre staff consists of two full time staff providing visitor services at the Junction and downtown (seasonally), as well as up to five summer students</p>

Section 1: Five-Year Strategic Overview

starting mid June to the end of August. In the latter part of December 2016, Tourism Ucluelet was awarded Visitor Services by the District of Ucluelet and the responsible of two visitor centres, the Pacific Rim Visitor Centre located at the junction between Ucluelet and Tofino, as well as, the seasonal office in town located at the Chamber of Commerce office.

Tourism globally is a major economic player and forecasts are projecting growth. Canada and BC have opportunities, particularly with the favourable exchange rate keeping Canadians at home and Americans interested in traveling north. But distinct issues face tourism, that require a united advocacy effort to ensure the success of the industry, which is why Tourism Ucluelet is an active member of the Tourism Industry Association of BC.

While enjoying an increase in destination awareness and visitation, Ucluelet, like many BC communities, faces some significant challenges. A lack of staff housing, caused in part by short-term rentals, is affecting the ability of local tourism businesses to deliver remarkable visitor experiences. Tourism Ucluelet recognizes the need to be involved and engaged in helping to address some destination development issues, such as short-term rentals and ensuring wider tourism stakeholder support for destination marketing.

There is an opportunity to increase industry engagement in cooperative marketing opportunities and increase stakeholder engagement and collaboration.

Overall Goals, Objectives and Targets

Tourism Ucluelet has 3 goals:

- Marketing & Promotional Activities
- Visitor Services
- Stakeholder Engagement & Organizational Governance

Marketing & Promotional Activities

Marketing initiatives will focus on increasing length of stay and visitor yield while encouraging return visitation, with a focus on shoulder and off-season.

Objectives:

- Increase in MRDT revenues by 3% annually
- Increase occupancy rate in non-peak seasons (September 16 – June 14) as measured by participating accommodations
- Increase average length of stay by one day, as measured by participating accommodations
- Increase online and social engagement across all monitored channels by 5%.

Visitor Services

Visitor service delivery will focus on increasing visitor touchpoints and encouraging increased length of stay, visitor yield and satisfaction.

Section 1: Five-Year Strategic Overview

Objectives:

- Maintain relationship with Tofino and Parks Canada at Junction and downtown Visitor Centres
- Generate revenue/pursue grants to ensure cost-recovery for visitor services by 2019
- Grow local and regional partnerships represented at visitor centres
- Increase the number of visitor parties by 3% annually

Stakeholder Engagement & Organizational Governance

As a Destination Management Organization, maintain strong stakeholder engagement while effectively governing the organization.

Objectives:

- Successful MRDT funding application and renewal in 2018
- Leverage funds at a minimum of 5% of the MRDT collected over 5 years (~\$20,000 annually)
- Succession planning documentation completed by end of 2018
- Annual Stakeholder Survey score of 3.5/5
- Increased stakeholder engagement in marketing initiatives and corporate events
- Increased collaboration on development of *Resort Development Strategy* with District of Ucluelet
- Develop Tourism Ucluelet policy statements on key issues affecting local tourism industry

Strategies – Key Actions

Marketing & Promotional Activities

Key Actions:

Year One

- Engage in Destination BC cooperative program opportunities, such as the Real West Coast campaign with neighbouring destinations (Tofino, Parks Canada and Port Alberni)
- Maintain new website
- Develop destination guide (print and online)
- Produce online advertising (focus on off-season; winter storm watching)
- Purchase print advertising (focus on off-season; winter storm watching)
- Maintain social media channels (Facebook, Twitter, YouTube, Instagram)
- Participate in familiarization tours with Destination BC/Tourism Vancouver Island
- Continue image and video bank enhancement
- Cost-share banner program with District of Ucluelet

Section 1: Five-Year Strategic Overview

- Support through existing marketing granting program and in-kind support for events and festivals that offer the opportunity to enhance the visitors experience while in Ucluelet
- Develop plan for weddings, retreats and small conferences market (determine shows, marketing material, etc.)

Year Two-Five

- Engage in Destination BC cooperative program opportunities with neighbouring destinations
- Maintain/upgrade website (years 2-4); update (year 5)
- Produce online advertising
- Purchase print advertising
- Maintain social media channels (Facebook, Twitter, YouTube, Instagram)
- Participate in familiarization tours with Destination BC/Tourism Vancouver Island
- Continue image and video bank enhancement, where necessary
- Cost-share banner program with District of Ucluelet
- Support through existing marketing granting program and in-kind support for events and festivals that offer the opportunity to enhance the visitors experience while in Ucluelet
- Initiate plan for weddings/ conference market
- Build out new products – cycling sector, sporting, festivals and events
- Initiate plan for Educational Tourism
- Explore collaboration/ partnership opportunities at the Long Beach – Tofino/Ucluelet Regional Airport
- Explore further opportunities through the Vancouver Island North Film Commission

Visitor Services

Tourism Ucluelet's primary goal is to have visitors stay longer, experience new and exciting products our businesses have to offer and make Ucluelet as well as the west coast a positive and memorable experience. The visitor centre plays a vital role in welcoming visitors to the west coast and providing them with accurate information to enhance their holiday. Tourism Ucluelet will be managing Visitor Services for the first time in 2017.

Key Actions:

Year One (2018)

Section 1: Five-Year Strategic Overview

- Maintain visitor services at junction, in partnership with Parks Canada and seasonally at the downtown location, providing wi-fi for visitors once they arrive on the west coast
- Apply for federal summer employment
- Train up to 4 visitor centre summer students and staff
- Launch mobile visitor centre at lighthouse, and selected events, in partnership with District of Ucluelet and Wild Pacific Trail Society:
- Pacific Rim Whale Festival
- Edge to Edge marathon
- Van Isle 360 Yacht Race
- Canada Day Celebrations
- Ukee Days
- Pop up Visitor Centre at Amphitrite Lighthouse
- Aquarium events on the Promenade
- Sail Past on Whiskey Dock
- Initiate leasehold improvements/upgrades at visitor centre(s); rebranding and enhancing the esthetics of the PRVC in partnership with Parks Canada and Tourism Tofino
- Creating a needs assessment
- Determining areas within the current structure of fee for referral that can be improved on
- Updating Pacific Rim Visitor website to allow for current accommodation availability
- Showcasing local and regional businesses and products to visitors
- Re-engaging businesses not only in Ucluelet, but Tofino, Port Alberni and other communities on the Island that would benefit from promotion in the area
- Engaging visitors through social media regarding current events and activities taking place on the coast
- Shortening wait times for the visitors and alleviate stress on the staff
- Installing interactive tablets for visitors to acquire real-time accommodation availabilities and general information about Ucluelet
- Conducting annual business Familiarization tours in conjunction with Tourism Tofino
- Using on-brand imagery of Ucluelet as well as taking the opportunity to place strategic educational materials in destination
- Engaging the Aquarium and their “Be a Better Beachgoer” educational program

Year Two-Five

- Maintain visitor services at junction, in partnership with Parks Canada and seasonally at the downtown office
- Apply for federal summer employment
- Train visitor centre summer students and staff

Section 1: Five-Year Strategic Overview

- Maintain mobile visitor centre at lighthouse, and selected events, in partnership with District of Ucluelet and Wild Pacific Trail Society
- Consider improvements/upgrades to mobile visitor centre, if required
- Conduct leasehold improvements/upgrades at visitor centre(s)

Stakeholder Engagement & Organizational Governance

Key Actions:

Year One

- Complete MRDT application renewal for July 2018
- Complete MRDT reporting requirements (April & October)
- Participate in Destination BC cooperative programs with neighbouring communities to leverage marketing dollars (e.g. Real West Coast campaign)
- Engage Yuuʷuʷiʷʷaṭṭ - Ucluelet First Nation, the Yuuʷuʷiʷʷaṭṭ Government and Yuuʷuʷiʷʷaṭṭ - Ucluelet First Nation owned and operated businesses to ensure aboriginal tourism products and services are linked, showcased and future opportunities are collaborated upon
- Maintain regular communications with tourism business stakeholders
- Encourage stakeholders to promote, share, link to Tourism Ucluelet marketing materials from their marketing platforms
- Design stakeholder survey for implementation in year two
- Maintain regular communications with District of Ucluelet
- Develop Tourism Ucluelet policy statements on staff housing/short-term nightly rental issue
- Maintain active membership with provincial advocacy efforts – Tourism Industry Association of BC (TIABC) and BC Destination Marketing Organization Association (BCDMOA) and attend AGMs, conferences, etc.

Year Two-Five

- Complete MRDT reporting requirements (April & October)
- Update strategic/tactical plan, where necessary, annually prior to AGM (Q1)
- Participate in Destination BC cooperative programs with neighbouring communities to leverage marketing dollars
- Build upon engagement/collaboration with Yuuʷuʷiʷʷaṭṭ - Ucluelet First Nation businesses and the Yuuʷuʷiʷʷaṭṭ Government
- Maintain regular communications with tourism business stakeholders
- Conduct stakeholder survey
- Maintain regular communications with District of Ucluelet

Section 1: Five-Year Strategic Overview

	<ul style="list-style-type: none"> • Maintain active membership with provincial advocacy efforts – Tourism Industry Association of BC (TIABC) and BC Destination Marketing Organization Association (BCDMOA) and attend AGMs, conferences, etc. • Tourism Ucluelet Advocacy priorities: • Staff housing challenges • Short-term rental compliance and MRDT collection • Municipal & Regional District Tax (MRDT) program • Resort Municipality Initiative (RMI) program • Develop additional Tourism Ucluelet policy statements on labour shortages, Municipal & Regional District Tax and Resort Municipality Initiative • Conduct Board Governance workshop • Establish corporate manuals for board and staff (to ensure continuity with personnel/board changes) • Work with District of Ucluelet on <i>Resort Development Strategy</i> • Work collaboratively with the Ucluelet Chamber of Commerce on business issues impacting tourism industry
<p>Brand Positioning</p>	<p>Ucluelet is a year-round travel destination that offers picturesque beauty, ancient cedars and spectacular tree-lined horizons along the Wild Pacific Trail. This community has been considered one of Vancouver Island's hidden 'off the beaten path' gems. Ucluelet has been named one of BC's top ten small towns and offers an endless range of outdoor activities. Affectionately known as Ukee, the town is friendly, and welcoming.</p> <p>The streets are lined with appealing hotels, restaurants, B&Bs, and artisan shops; while the surrounding area offers wonderful opportunities for wildlife-viewing, hiking, biking, kayaking, surfing and more.</p> <p>Ucluelet is a flourishing community that thrives on outdoor recreation and eco-tourism. It is surrounded by the 150,000 acres Pacific Rim National Park Reserve, with the Broken Group Islands to the South and Long Beach to the North. Ucluelet is a great base for taking on all that the West Coast has to offer.</p>
<p>Target Markets</p>	<p>Ucluelet currently experiences a high season between mid-May and mid-September and non-peak season from late September to early May. The marketing focus will be on the non-peak season, targeting the following visitors:</p> <p><u>Primary Geographic Target Markets</u></p> <ul style="list-style-type: none"> • Rubber tire markets of Vancouver, Victoria, Pacific Northwest USA and Calgary/Edmonton <p><u>Secondary Geographic Target Markets</u></p> <ul style="list-style-type: none"> • Longer-haul markets in partnership with Destination BC

Section 1: Five-Year Strategic Overview

Primary Visitor Demographic – shoulder and off season

- Couples on weekend getaways – seeking relaxing retreat in natural setting
- Active travellers, year-round – seeking extended stays and soft adventure
- Young and active – prefer quantity of experiences over quality of accommodation/food
- Corporate and incentive, year-round
- Weddings, retreats, small conferences

Secondary Visitor Demographic

- Families, school holidays and summer – currently represents majority of peak season revenue for most Ucluelet operators

The geographic markets outlined above provide the first level of segmentation used to target consumers. Destination Canada's [Explorer Quotient](#) (EQ) program provides insights into travel behavioural profiles, activities that inspire travel, and the motivations, dreams and passions of target consumers. EQ goes beyond traditional market research of defining people. It looks deeper at individuals' personal beliefs, social values and views of the world to learn exactly why different types of travellers seek out entirely different travel experiences.

Ucluelet's unique array of experiences match with two of the three current target short-haul drive markets of Destination BC. As the DBC strategy states: one third of BC trip takers are Gentle Explorers, 18% are Authentic Experiencers and 12% are Free Spirits. Almost all associate BC with scenery and outdoor activities and express an emotional connection to BC's natural environment. Destination BC's longer-haul fly markets are made up of Gentle Explorers (28%) among BC visitors, followed by Authentic Experiencers (24%) and Free Spirits (22%).

Source: strategy.destinationbc.ca/where-we-will-focus/our-consumer-segments/target-consumer-profiles/

Explorer Quotient (EQ) Segments

Tourism Ucluelet's target visitors match the following EQ segments:

- *Authentic Experiencers* are typically understated travellers looking for authentic, tangible engagement with destinations they seek, with a particular interest in understanding the history of the places they visit.

Ucluelet's wilderness and the local community's desire to protect it matches with the Authentic Experiencers concern for the health of the planet and what it means to future generations. Ucluelet's wildlife viewing, Wild Pacific Trail and outdoor adventure opportunities provide ample reasons for this EQ segment to

Section 1: Five-Year Strategic Overview

visit. Of the 10 most appealing activities for Canadian Authentic Explorers, Ucluelet offers several either in the destination or very close by: marine and land-based wildlife viewing, visiting small towns, visiting national parks, seeing beautiful coastlines and beaches, dining at restaurants offering local ingredients. Ucluelet's planned interpretive enhancements at the lighthouse will add another key visitor experience for this visitor segment.

- *Free Spirits* are highly social and open-minded. Their enthusiasm for life extends to their outlook on travel. Experiential and adventurous, they indulge in high-end experiences that are shared with others.

Ucluelet's many available outdoor experiences provide Free Spirits with incredible activities to experience. The scenic beauty of the location provides the ideal backdrop for Free Spirits to share their adventures online, before enjoying high-end accommodations. Of the 10 most appealing activities for Free Spirits, Ucluelet offers several either in the destination or very close by: marine and land-based wildlife viewing, national parks, dining at restaurants offering local ingredients and visiting aquariums.

- *Cultural Explorers* are defined by their love of constant travel and continuous opportunities to embrace, discover and immerse themselves in the culture, people and settings of the place they visit.

In addition to the above-mentioned opportunities that Ucluelet offers, marketing messages will focus on the authentic experience available to visitors. From local restaurants to boutique accommodations, Ucluelet provides a chance to visit the Real West Coast. Of the 10 most appealing activities for Canadian Cultural Explorers, Ucluelet offers several either in the destination or very close by: marine and land-based wildlife viewing, visiting small towns, visiting national parks to view wildlife and/or participate in adventure experiences, dining at restaurants offering local ingredients.

Overview of Visitors Experiences in Ucluelet

- **Touring & Exploring** is identified as BC's largest trip motivator. Visitors looking to tour and explore will find Ucluelet offers a welcome coastal retreat at the end of a cross-island journey through old-growth forests along a winding mountain highway
- **Wilderness Comfort** – Ucluelet remains rural, but welcomes guests with quality amenities found next to wild nature
- **Outdoor Adventure** – Ucluelet offers numerous options for those seeking active outdoor pursuits such as hiking along the Wild Pacific Trail, cycling along

Section 1: Five-Year Strategic Overview

	<p>bike path, fishing charters, kayaking and surfing, as well as exploring the nearby Pacific Rim National Park Reserve</p> <ul style="list-style-type: none"> • Ocean Coastline and Rainforests – a variety of coastal experiences that create return visitation and ideal images for sharing: Wild Pacific Trail, stormwatching, relaxing getaways, pristine and raw natural surroundings • Wildlife viewing – both marine (whales, marine mammals and birds) and land-based (bears, wolves, shorebirds) wildlife viewing is available. Ucluelet also has one of the only catch and release aquariums. This facility allows visitors to get up close and personal with marine life that is normally found off the coast of Ucluelet • Aboriginal Culture – Engage Yuułuʔiłʔatḥ - Ucluelet First Nation, the Yuułuʔiłʔatḥ Government and Yuułuʔiłʔatḥ - Ucluelet First Nation owned and operated businesses to ensure aboriginal tourism products and services are linked, showcased and future opportunities are collaborated upon • Arts – are always influenced by the the natural surroundings. Painting, carvings, sculpture, crafts, photography; there are multiple galleries in town that offer a host of local one-of-a-kind work • Culinary – A variety of restaurants; cafes, bakeries, diners, micro brewery (fall 2017), casual and highend restaurants, food trucks using local ingredients • Festivals – Ukee days , Edge to Edge Marathon, Pacific Rim Whale Festival, Arts Splash, Summer Festival, Cultural Heritage Festival, Pacific Rim Tea Festival, Canada day, Otalith Music Festival, Sail Past, Midnight Madness, Van Isle 360 (bi-annually). Each festival and event is unique with a local flare
<p>Management, Governance, and Administration</p>	<p>The District of Ucluelet is the MRDT applicant. The District contracts the Ucluelet Tourism Association (Tourism Uclulelet) to implement the 5-year Strategic Plan. Tourism Ucluelet was formed in 2015 as a society governed by a board of directors: not less than seven and not more than 10 board members, with four voting board members representing the accommodations collecting the MRDT.</p> <p>Tourism Ucluelet has one full-time Executive Director and contracts services for marketing plan execution, website maintenance, asset collection and social media. The visitor centre staff consists of one full time and one part time staff providing visitor services at the Junction and downtown (seasonally), as well as up to four summer students starting mid June to the end of August.</p> <p>In the latter part of December 2016, Tourism Ucluelet was awarded Visitor Services by the District of Ucluelet and the responsibility of two visitor centres, the Pacific Rim Visitor Centre located at the junction between Ucluelet and</p>

Section 1: Five-Year Strategic Overview	
	<p>Tofino, as well as, the seasonal office in town located at the Chamber of Commerce office. After review of the Chamber’s strategic plan and in consultation with the District of Ucluelet, it was decided that Visitor Services would be better suited to fall under the responsibility of Tourism Ucluelet and allow the Chamber to move towards more business to business engagement and development.</p>
Sources of Funding	<p>Tourism Ucluelet has several funding sources totalling approximately \$542,250:</p> <ul style="list-style-type: none"> MRDT – \$357,000 Visitor Centre funding (Destination BC) - \$37,500 District of Ucluelet (in-kind) – \$24,000 Summer Grant programs - \$8,000 Stakeholder programs & Merchandise - \$47,300 <p>In 2016, Tourism Ucluelet leveraged funds by participating in Destination BC cooperative marketing programs with Tofino, Parksville, Port Alberni and the Pacific Rim National Parks Reserve.</p> <p>In 2017, Tourism Ucluelet continued to leverage funds by continuing to participate in the Destination BC cooperative marketing programs and received funding through Visitor Services Network program. Through the District of Ucluelet’s grant in aid program, the rent was waived at the Pacific Rim Visitor Centre. As this is the first year for Tourism Ucluelet managing Visitor Services, the group was able to apply for Canada Summer jobs grants and was successful in its application. Tourism Ucluelet will continue to offer marketing packages to stakeholders for those who would like to be represented in the visitor centre with a small racking fee. Retail merchandise will also be available at the Junction visitor centre to offer visitors who require last minute gifts before they head back to the east side of the Island.</p>

Section 2: One-Year Tactical Plan with Performance Measures

Major Category: Marketing

Activity Title: Measurable promotional initiatives that increase length of stay and visitor yield while encouraging return visitation, with a focus on shoulder and off-season.

Tactics:

- Engage in Destination BC cooperative program opportunities with neighbouring destinations (Real West Coast campaign)
- Maintain discoverucluelet.com website
- Print advertising
- Digital and social media
- travel media with Destination BC/Tourism Vancouver Island
- Image/video bank enhancement
- Banner program
- Develop plan for weddings, conference and retreats market (determine possible shows, marketing material, etc.)

Implementation Plan:

Description: Conduct marketing initiatives that increase length of stay, visitor yield, and encourage return visitation.

Quantifiable objectives:

- Increase in MRDT, Occupancy and Length of stay
- Increase online and social engagement across all monitored channels

Rationale: Tourism Ucluelet's mandate is to promote the destination in partnership with key stakeholders.

Action Steps:

- Engage in Destination BC cooperative program opportunities with neighbouring destinations (Real West Coast campaign)
- Maintain discoverucluelet.com website
- Print advertising
- Television and radio
- Digital and social media
- travel media and travel trade with Destination BC
 - media kit development
 - familiarization tours
- Image/video bank enhancement in line with DBC brand standards
 - Curated images in 2015/2016 for the new TU website. Currently have approximately 100 images in the photo bank; mostly landscape, family and activity. More EQ seasonal images are required. Currently have 1 video, 4 commercials, 4 vignettes and raw drone footage.

TU's goal will be to inventory all media and note gaps that need to be filled. Build on current assets

- Banner program – this program will be in collaboration with the District of Ucluelet and the Pacific Rim Arts Society to select the round of artists to contribute
- Support through marketing granting program and in-kind support for events and festivals that offer the opportunity to enhance the visitors experience while in Ucluelet
- Develop plan for weddings market
 - Determine consumer shows and partners
 - Coordinate and inventory weddings market partners (venues, caterers, etc.)
 - Develop marketing materials
 - Assign budget for year 3 implementation
- Develop plan for conference and retreats market
 - Determine consumer shows and partners
 - Coordinate and inventory conference and retreat market partners (venues, caterers, etc.)
 - Develop marketing materials
 - Assign budget for year 3 implementation

Potential partnerships: Tourism Ucluelet stakeholders, Tourism Ucluelet Board of Directors, District of Ucluelet, Ucluelet Chamber of Commerce, Tourism Tofino, Parks Canada, Port Alberni Chamber of Commerce

Resources: Budget and Tourism Ucluelet staff/board time

Sources of funding: MRDT funding, partner funding

Responsibilities: Tourism Ucluelet staff and board

Timeframe:

Co-op advertising (Print & Online)

- Adventures Northwest Magazine – Quarterly
- Coast Mountain Culture magazine – Winter and summer
- Times Colonist full page advertorials; Nov, Dec, January, February
- Vancouver Island Touring and Exploring Guide 2018-19
- Tourism Vancouver Island cooperative marketing programs – Fall 2017
- Destination BC cooperative marketing program – November 30

Website

- Newly launched in 2017: discoverucluelet.com
- Key visitor planning tool
- Continual updates with new and pre-existing stakeholders
- Heavy online marketing and Google ad words it increase standing to page 1

Banner Program

- Change every three years
- Collaborate with Pacific Rim Arts Society and District of Ucluelet
- Ensure banners will always be bright and depict the community in a whimsical yet respectful way

Social Media & Digital advertising

- Ongoing content creation and hosted influencer participation on Facebook, Instagram, Twitter, YouTube

Media Relations

- FAM support as requested, in partnership with Destination BC/Tourism Vancouver Island
- Story development, media outreach, itinerary development, hosting and fact checking – ongoing
- Ucluelet is too small on its own to attend Media Trade Shows. Support Tourism Vancouver Island staff to attend Canada's West Market Place and Rendezvous

Consumer shows

- Toronto, Vancouver and Calgary Adventure Travel Show

Print materials and racking

- Create Ucluelet Discovery Guide
- Tear Off map with updated membership listing
- Generate rack material for other Visitor Centres
- Real West Coast material, as required

Weddings/Conferences/Retreats market plan

- 2018 – develop marketing strategy to implement and grow for 2019 implementation
- Opportunity to build out shoulder and off season

Budget:

\$357,900 Marketing

\$21,000 Travel/Meetings/Trade shows

Evaluation mechanism: Google Analytics, Hootsuite Analytics, visitor experience survey, individual predetermined seasonal campaign metric

Performance Measures:Output Measures:

- Types of marketing activities
- Number of event campaigns and results

Outcome Measures:

- MRDT revenues

- Description of social media activities and outcomes
- Number of media placements
- Webpage visits
- Visitor inquiries/calls
- Occupancy rate in shoulder seasons, as measured by participating accommodations
- Average length of stay, as measured by participating accommodations
- Social media engagement
- Marketing initiative tracking (calls to action) from cooperative marketing activities

DRAFT

Major Category: Visitor Services

Activity Title: Increasing visitor touchpoints and encouraging increased length of stay, visitor yield and satisfaction.

Tactics:

- Maintain seasonal visitor services at junction, in partnership with Parks Canada and downtown
- Apply for federal summer employment
- Train up to 6 visitor centre summer students and staff
- Launch mobile visitor centre tent at lighthouse, and selected events, in partnership with District of Ucluelet and Wild Pacific Trail Society
- Initiate leasehold improvements/upgrades at visitor centre(s)
- Revenue plans – increase stakeholder engagement with dynamic marketing packages, maintain desirable merchandise on site, continue applying for DBC visitor services and Canada summer jobs grants, engage neighbouring DMOs for support that directly benefit from the Pacific Rim Visitor Centre

Implementation Plan
Description: Plan for a new mobile service at the lighthouse while continuing to deliver existing visitor servicing out of current locations.

Quantifiable objectives:

- Maintain relationship with Tofino and Parks Canada at Junction and downtown Visitor Centres
- Generate revenue/pursue grants to work toward goal of cost-recovery by 2019
- Grow local and regional partnerships represented at visitor centres
- Increase the number of visitor parties by 3% annually

Rationale:

In the latter part of December 2016, Tourism Ucluelet was awarded Visitor Services by the District of Ucluelet and the responsible of two visitor centres, the Pacific Rim Visitor Centre located at the junction between Ucluelet and Tofino, as well as, the seasonal office in town located at the Chamber of Commerce office. After a few years of revenue decline, review of the Chamber's strategic plan for the future and in consultation with the District of Ucluelet, it was decided that Visitor Services would be better suited to fall under the responsibility of Tourism Ucluelet and allow the Chamber to move towards more business to business engagement and development.

Visitor Services Goals

Tourism Ucluelet's primary goal is to have visitors stay longer, experience new and exciting products our businesses have to offer and make Ucluelet as well as the west coast a positive and memorable experience. The visitor centre plays a vital role in welcoming visitors to the west coast

and providing them with accurate information to enhance their holiday. This requires Tourism Ucluelet to be innovative in its approach to providing the best possible service to our guests. Ucluelet is fortunate to have multiple locations thorough out town that could warrant a more sophisticated mobile building, trailer or vehicle to provide, roaming services not only by the Amphitrite lighthouse, but also by the Aquarium and at events.

The current plan is to use a tent as a pop up centre by the lighthouse in partnership with the Wild Pacific trail society and offer visitor services at one of the trail heads. The lighthouse and lighthouse keepers home were recently acquired by the District of Ucluelet. The lighthouse is over 100 years old and the keepers home is very old as well; these buildings will eventually require extensive renovations before they can be opened to the public.

As for the Visitor Centres, the Pacific Rim Visitor Centre building is currently owned by Parks Canada. Unfortunately, it is an older building which is beginning to show its wear. Parks has maintained it to the best of their ability, but it continually requires patches. Parks recently painted the inside and repaired the roof to stop leaking. At the request of tourism Ucluelet the inside of the centre was reconfigured to allow for a more effective work flow and small amount of merchandise.

The downtown office required some further repair. The roof currently has a leak and was one open space. TU requested that a wall be built to separate Visitor Services and the Ucluelet Chamber of Commerce. This was done to ensure the Chamber had privacy and was not disrupted by the constant flow of visitors coming and going from the building. There is still some further improvement work to be done to ensure a more welcoming environment.

Action Steps:

- Maintain visitor services at junction, in partnership with Parks Canada and downtown. The Junction centre is closed from mid November to the end of January for safety purposes. Parks Canada leaves the junction after Thanksgiving weekend and does not return until the beginning of May annually. For the months that the Junction centre is closed visitors are redirected to the Downtown office, Kwisis Centre and the Admin building for Parks, and the Cox Bay centre in Tofino to ensure they still receive information.
- Apply for federal summer employment
- Train up to 6 visitor centre summer students and staff
- Launch mobile visitor centre at lighthouse, and selected events, in partnership with District of Ucluelet and Wild Pacific Trail Society
- Initiate leasehold improvements/upgrades at visitor centre(s)

Potential partnerships: Parks Canada Tourism Ucluelet stakeholders, District of Ucluelet, Ucluelet Chamber of Commerce, Wild Pacific Trail Society

Resources: Budget and Tourism Ucluelet staff/board time

Sources of funding: MRDT funding, partner funding

Responsibilities: Tourism Ucluelet staff, Wild Pacific Trail Society

Timeframe:

Visitor Centres

- February opening of Junction centre
- January opening of town centre
- July – opening of mobile centre at lighthouse
- June - Edge to Edge Marathon
- July – Canada Day Celebrations, Ukee Days
- December – Aquarium Release day, Sail Past

Visitor Centre staffing

- February – federal grant application due
- May/June – training of staff

Leasehold improvements

- April 2017 – interior wall constructed, office painted

Budget: \$109,600 estimated

Evaluation mechanism: Visitor Centre statistics, local/regional partnerships represented at the centres

Performance Measures:

Output Measures:

- Visitor inquiries/calls
- Description of leasehold improvements

Outcome Measures:

- Visitor parties
- Number of local/regional partnerships represented at centres
- MRDT revenues
- Occupancy rate in shoulder seasons as measured by participating accommodations
- Increase average length of stay, as measured by participating accommodations

Major Category: Stakeholder Engagement & Organizational Governance

Activity Title: Maintaining strong stakeholder engagement while effectively governing the organization.

Tactics:

- Complete MRDT application renewal by November 30 for July 2018
- Complete MRDT reporting requirements (April & October)
- Participate in Destination BC cooperative programs with neighbouring communities to leverage marketing dollars (e.g. Real West Coast campaign)
- Engage Yuułuʔiłʔatḥ - Ucluelet First Nation, the Yuułuʔiłʔatḥ Government and Yuułuʔiłʔatḥ - Ucluelet First Nation owned and operated businesses to ensure aboriginal tourism products and services are linked, showcased and future opportunities are collaborated upon
- Maintain regular communications with tourism business stakeholders:
- Maintain regular communications with District of Ucluelet
- Develop Tourism Ucluelet policy statements
- Maintain active membership with provincial advocacy efforts – Tourism Industry Association of BC (TIABC) and BC Destination Marketing Organization Association (BCDMOA) and attend AGMs, conferences, etc.

Implementation Plan

Description: Maintain, enhance and cultivate new relationships with stakeholders, community leaders, organizations, First Nations and other industry partners to increase partner engagement, improve the understanding of the DMO role and effectively govern the organization.

Quantifiable objectives:

- Successful MRDT funding application and renewal in 2018
- Leverage funds at a minimum of 10% of the MRDT collected over 5 years (~\$7800)
- Succession planning documentation completed by end of 2018
- Increased stakeholder engagement in marketing initiatives and corporate events
- Increased collaboration on development of *Resort Development Strategy* with District of Ucluelet
- Develop Tourism Ucluelet policy statements on key issues affecting local tourism industry

Rationale: Tourism Ucluelet has recently made changes to the organization's core activities (taking over management of visitor centre) and recognizes the opportunity to increase the local tourism industry's understanding of its activities and opportunities. In addition, destination development opportunities could be further enhanced by a stronger collaboration with the District of Ucluelet.

Action Steps:

- Complete MRDT application renewal by July 2018
- Complete MRDT reporting requirements (April & October)

- Participate in Destination BC cooperative programs with neighbouring communities to leverage marketing dollars (e.g. Real West Coast campaign)
- Engage Yuułu?if?ath - Ucluelet First Nation, the Yuułu?if?ath Government and Yuułu?if?ath - Ucluelet First Nation owned and operated businesses to ensure aboriginal tourism products and services are linked, showcased and future opportunities are collaborated upon
- Maintain regular communications with tourism business stakeholders:
 - send monthly stakeholder e-update
 - maintain stakeholder section of website (www.discoverucluelet.com/stakeholders)
 - design annual stakeholder survey, to begin in 2019
 - share best practice resources designed for tourism business (e.g. [Tourism Business Essentials](#) guides)
 - encourage stakeholders to promote, share, link to Tourism Ucluelet marketing materials from their marketing platforms
- Maintain regular communications with District of Ucluelet:
 - maintain District representation on Tourism Ucluelet board
 - bi-annual Tourism Updates to Mayor and Council
- Develop Tourism Ucluelet policy statements on staff housing/short-term nightly rental issue
- Maintain active membership with provincial advocacy efforts – Tourism Industry Association of BC (TIABC) and BC Destination Marketing Organization Association (BCDMOA) and attend AGMs, conferences, etc.

Potential partnerships: Tourism Ucluelet stakeholders, District of Ucluelet, Ucluelet Chamber of Commerce, Parks Canada

Resources: Budget and Tourism Ucluelet staff/board time

Sources of funding: MRDT funding, partner funding

Responsibilities: Tourism Ucluelet staff and board

Timeframe:

MRDT reporting requirements

- April – annual report
- November – tactical plan

Destination BC cooperative programs

November – Tourism Ucluelet is not the lead on our consortium applications, but we do review and provide feedback to the plan. Normally any new plans are usually discussed via conference call or in-person meeting at least 3 months in advance of the application being submitted. Remainder of the work is done via conference call and email.

Stakeholder communications

- Monthly stakeholder e-update
- Updates to stakeholder section as required, including copies of monthly e-update

- Stakeholder survey design completed December 2018

District of Ucluelet communications

- Spring – update to District of Ucluelet council
- Fall – update to District of Ucluelet council
- Monthly board meetings attended by District representative

Tourism Industry Association of BC events

- February - [BC Tourism Industry Conference](#) and BCDMOA annual meeting
- Fall – TIABC AGM and BCDMOA meeting

Budget: \$567,250

Evaluation mechanism: Stakeholder Survey development; stakeholder engagement in Tourism Ucluelet initiatives; open rate of stakeholder e-update

Performance Measures:

Output Measures:

- Types of stakeholder engagement initiatives
- Types of collaborative initiatives with partners
- Cooperative marketing program initiatives
- Descriptions of stakeholder communication channels

Outcome Measures:

- Leveraged marketing budget ratio
- Stakeholder engagement in marketing initiatives
- MRDT revenues
- Open rate for stakeholder updates

Section 3: MRDT Budget for Year One

Designated recipients **must** complete the budget table as provided below.

NOTE to the below budget:

\$92,450 – this amount is a combination of campaigns move to 2018, surplus that was not accounted for in the estimated MRDT, carry over from 2017 and cost recovery to balance the Visitor services budget.

\$25,000 loss noted in the balance – this amount is currently (as at the time of submission of this document) in negotiations with a neighbouring community to assist in the operations of the Pacific Rim Visitor Centre. Should the negotiations not be successful, Tourism Ucluelet will make the appropriate adjustments to the budget to address the potential loss.

2018 Tourism Ucluelet Budget	
Revenues	Budget \$
Carry-forward from previous calendar year (including surplus/reserve)	\$92,450
MRDT (estimated revenues from 5% increase)	\$357,000
Local government contribution (in-kind) No Rent at PRVC	\$0
Stakeholder contributions	\$35,800
Co-op funds received (e.g. CTO; DMO-led projects)	\$0
Grants – Federal (Summer Student Grant)	\$8,000
Grants – Provincial (Visitor Centre Grant)	\$37,500
Grants/Fee for Service - Municipal	\$0
Retail Sales	\$10,000
Interest	\$1,500
Total Revenues	\$542,250
Expenses	Budget \$
Marketing	
Marketing staff – wage and benefits (including Agency of Record)	\$70,000
Media Advertising and Production	\$84,100
Website and Social Media	\$60,000
Brand Asset Acquisition	\$12,000
Travel Media Relations	\$42,000
Travel Trade	\$1,000
Print Collateral Production and Distribution	\$27,800
Marketing Partnerships	\$28,000
Festivals and Events	\$20,500
Consumer shows and events	\$4,500
Travel	\$4,000
Subtotal	\$353,900
Visitor Services	
Visitor Centre staff – wage and benefits	\$87,600
Training	\$3,000
Visitor services activities (Emergency preparedness)	\$1,000
Other (please describe) General operational expenses	\$18,000
Subtotal	\$109,600
Stakeholder Engagement & Organizational Governance	
Meeting Expenses + memberships	\$4,000
Other (please describe) ADR & OCR 3 rd party software	\$1,500
Subtotal	\$5,500

Administration	
Management and staff unrelated to program implementation – wages and benefits	\$56,000
Finance staff – wages and benefits (accounting, legal)	\$4,400
Board of Directors costs	\$0
General office supplies	\$7,500
Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks)	\$2,200
Office lease/rent, utilities, insurance, legal, etc.	\$28,150
Subtotal	\$98,250
Other	
All other wages and benefits not included above	\$0
Other activities not included above (please describe) – ADR/OCR software 3 rd party	\$0
Subtotal	\$0
Total Expenses	\$567,250
Balance	-\$25,000

Ref: 135898

Dear Mayor and Council:

I am pleased to invite you and your community to enter a nomination for the 2018 Open for Business Awards (OFB).

The OFB is an annual event hosted by the Roundtable. These awards recognize communities that are undertaking initiatives and partnerships to create a “business friendly” environment.

This year, the Roundtable is collaborating with Small Business BC to create a fresh approach to generate renewed excitement and increased participation. The Roundtable has therefore introduced the new OFB categories:

- *Small Community*: a community of fewer than 5,000 residents
- *Medium Community*: a community of 5,000 to 25,000 residents
- *Large Community*: a community of more than 25,000 residents
- *First Nations Community*: a First Nations community supporting small business

The deadline for nominations is November 30, 2017.

I encourage your staff and government officials to collaborate with your local business improvement association, chamber of commerce, economic development officers and business community to seek their nomination. To initiate a nomination please visit: www.sbbcawards.ca/open-for-business.

The winners will be announced February 23, 2018, at a Gala event at the Vancouver Convention Centre. A professionally produced video will be created to showcase all winners, and will be played at the Awards Gala. Award winners will be eligible to use the OFB logo in communications to help attract new business and investment in their community.

Further information about the Roundtable and the OFB is included in the package and is available online at: www.smallbusinessroundtable.com. For questions or support with preparing an application, please contact the Roundtable Secretariat by telephone at 250 387-9083, or by email to roundtablesecretariat@gov.bc.ca.

We look forward to receiving your submission.

Sincerely,

Bruce Ralston
Minister of Jobs, Trade and Technology

Attachment



2018 Open for Business Awards Nomination Process

The *Open for Business Awards* recognize and celebrate communities that best demonstrate they are promoting and adopting business friendly initiatives within their region. The Awards provide an important platform for local government to learn and share Best Practices, and showcase winning initiatives that have contributed to the success of local businesses.

For the 2018 *Open for Business Awards*, we invite and encourage communities of all sizes to tell your story, about how you are creating a Business Friendly environment within your community.

Nominations open from October 1 to November 30

This year for the first time, we are opening nominations to both the public and the community, and asking simply, why should your community win this award.

EXTENDED APPLICATIONS – DECEMBER 8 TO JANUARY 5

The next stage is to let our judges know what makes your community the best. Select **one initiative** that has been implemented in your community within the **last three years** that has had a meaningful impact on attracting, retaining and helping local businesses to succeed in your community.

Prepare a case study to tell a story about your initiative to the Roundtable and your peers.

Here is a guideline of what to include in your Case Study:

- *Background – what lead up to the initiative, why was it needed?*
- *Who does it target?*
- *What are the objectives, goals and targets?*
- *How was it developed and implemented?*
- *Who was involved?*
- *What are the outcomes?*
- *What did it cost?*
- *What is the feedback from your community?*
- *What lessons were learned?*
- *Pictures to demonstrate your story.*

For 2018, four new award categories have been created so that communities are competing with others of similar size.



Small Community:
less than 5,000 residents



Medium Community:
5,000 to 25,000 residents



Large Community:
over 25,000 residents



First Nations Community:
all First Nations Communities*

* First Nations Communities may elect to compete in the First Nations Community Category, or the Small, Medium, Large Community Category according to their size.

Nominate today: www.sbbcawards.ca/open-for-business

From: CivicInfo BC [<mailto:info@civicinfo.bc.ca>]

Sent: November-07-17 11:49 AM

To: CivicInfo BC <info@civicinfo.bc.ca>

Subject: Message from Hara Associates - Consultation Deadlines - Passenger Directed Vehicle Services

This message is being sent by CivicInfo BC to select local governments in British Columbia on behalf of Hara Associates.

Subject: Consultation Deadlines - Passenger Directed Vehicle Services
Intended Recipient(s): Mayor and Council/Regional District Chair/Chief Administrative Officer
Attachments: None (0). See message below

If you have received this message in error, we ask that you forward it to the appropriate person in your office.

MESSAGE:

Subject: Consultation Deadlines - Passenger Directed Vehicle Services

Hara Associates has been engaged to conduct consultations on reforming regulation of taxis and other passenger directed vehicles in BC, including the possibility of commercial shared ride (e.g. Uber, Lyft). The announcement and terms of reference for our review can be found at these links:

<https://news.gov.bc.ca/releases/2017TRAN0260-001759>

<http://www.th.gov.bc.ca/rpt/index.htm>

While we will be consulting widely, the consultation will end in the first week of December, so we would appreciate your efforts to respond **by November 30, 2017**. There are a number of ways your municipality can participate:

- a) Your municipality may email comments to municipal.BCreview@haraassociates.com any time before November 30, 2017
- b) Your municipality may participate in a workshop of municipalities that will be held the afternoon (1 pm to 4 pm) of Thursday November 23, 2017 in the Richmond area. Please confirm your attendance by **November 10th** and we will provide details on the meeting location after that time.
- c) Hara will contact a sample of municipalities by telephone. If you would prefer a telephone discussion, please email municipal.BCreview@haraassociates.com by November 10th with the name and phone number of an appropriate contact person.

Thank you very much. We look forward to hearing from you.

Brian Bourns
Associate Principal
Hara Associates

The information transmitted herein is confidential and may contain privileged information. It is intended solely for the person or entity to which it is addressed. Any review, retransmission, dissemination, taking of any action in reliance upon, or other use of this information by persons or entities other than the intended recipient is prohibited. If you received this in error, please notify the sender and delete or destroy all digital and printed copies.

CivicInfo BC makes no representations or warranties whatsoever, either expressed or implied, with respect to the accuracy, reliability or suitability for any purpose, of the information contained or referenced in this message.



PORT ALBERNI PORT AUTHORITY

2750 Harbour Road
Port Alberni, B.C. V9Y 7X2
Tel. 250-723-5312 Fax. 250-723-1114
www.portalberniportauthority.ca

ADMINISTRATION PORTUAIRE DE PORT ALBERNI

2750, Harbour Road
Port Alberni, (C.-B.) V9Y 7X2
Tél. 250-723-5312 Fax. 250-723-1114
www.portalberniportauthority.ca

November 10, 2017



Alberni Clayoquot Regional District
3008 – 5th Avenue
Port Alberni, BC V9Y 2E3

Attention: Douglas Holmes, CAO

RE: 2016 China Creek Marina Lease Payment

Dear Mr. Holmes,

Please find enclosed the Port Alberni Port Authority's cheque in the amount of \$6,699.47 for the 2016 camping revenue within the Alberni Clayoquot Regional District.

As per the lease agreement I have also attached:

- China Creek Marina operating and capital budget for 2017
- China Creek Marina 2017 user fee schedule
- China Creek Marina 2016 Audited financial statements

If you have further questions please feel free to contact me.

Sincerely,

Leslie Martin, CPA, CGA
Director of Finance
Port Alberni Port Authority

China Creek Marina	
2017 Budget - DRAFT	
	2017 Budget
REVENUES	
Moorage	224,400
Camping	345,000
Concession	2,625
Fuel - Diesel	60,000
Fuel - Gas	225,000
Fuel - Oil	250
Fuel - Propane	3,400
Hydro	15,000
Ice	4,000
Launching	15,000
Miscellaneous	8,000
Recreation Equipment	800
RV & Boat Storage	7,000
Parking	8,500
	918,975
2% Gross Revenue	18,380
Total Revenue	900,596
EXPENSES	
Admin & General	23,700
Advertising & Promotion	9,000
Computer Services	8,250
Fuel	250,900
Insurance	18,750
Lease & Rent	25,000
Mileage	16,178
Professional Fees	
Repairs & Maintenance	48,250
Salary & Wages	193,181
Supplies	12,100
Telephones & Radios	3,500
Utilities	70,000
Total Expenses	678,809
Net Operating Income/(Loss)	221,787
Admin Expense	137,817
EBITDA	83,969
Amortization Expense	93,600
Net Income/(Loss)	9,631
Net Operating Income/(Loss) before Amortization	
Capital Items	
Golf/Utility carts	5,000.00
Boat for Marina	2,500.00
Flat deck to move Kubota/Tractor	2,000.00
Camera System	6,500.00
Total Capital Expenditures	16,000.00
Cashflow after Capital Items	67,969.33

ALBERNI INLET MARINA RATES

China Creek Marina is open April 1st – September 30th.

Marina rates are effective as of January 1st, 2017 and are subject to
tax.

See our rates below and please contact us for availability.

Rates are calculated on a per foot basis of either the size of vessel or
the occupied slip, whichever is greater.

Seasonal rates are to be pre-paid in advance and are subject to
availability.

Moorage Contract 2017

Moorage Waitlist Application

MOORAGE

Seasonal April 1 st – September 30 th	\$10.00
Daily	\$1.42
Weekly	\$1.30
Monthly	\$1.13

LAUNCHING

Day Pass	\$15.24
Annual Pass	\$123.81

HYDRO FEES - DAILY PER CORD

15 Amp Service	\$6.14
20 Amp Service	\$6.81
30 Amp Service	\$8.32

HYDRO FEES - MONTHLY PER CORD

15 Amp Service	\$58.76
20 Amp Service	\$65.52

30 Amp Service \$80.08

BOAT CAMPING

*in addition to moorage fees

*Seasonal guests receive first night free \$14.00

PARKING

Overnight Vehicle or Boat Trailer \$7.62/nt

Overnight Vehicle & Boat Trailer \$15.24/nt

**DRYLAND STORAGE OCTOBER 1
ST – MARCH 31 ST**

Boat Storage \$36.50/month

Financial Statements of

Port Alberni Port Authority

Year Ended December 31, 2016



DICKSON
DUSANJ
& WIRK

CHARTERED
PROFESSIONAL
ACCOUNTANTS



CHARTERED
PROFESSIONAL
ACCOUNTANTS

Independent Auditor's Report

To the Board of Directors of Port Alberni Port Authority

Report on Financial Statements

We have audited the accompanying financial statements of Port Alberni Port Authority, which comprise the statement of financial position as at December 31, 2016 and the statements of equity, income and comprehensive income, and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Port Alberni Port Authority as at December 31, 2016 and the results of its operations and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Chartered Professional Accountants

Victoria, BC
March 29, 2017

Port Alberni Port Authority

Statement of Financial Position

As at December 31, 2016 with comparative figures for 2015	2016 \$	2015 \$
Assets		
Current:		
Cash and short-term investments (Note 3)	2,735,605	3,501,922
Accounts receivable	787,060	406,301
Inventory	38,163	45,740
Prepaid expenses	70,422	64,684
	3,631,250	4,018,647
Property and equipment (Note 4 and 5)	12,741,908	11,664,923
Total assets	16,373,158	15,683,570
Liabilities		
Current:		
Accounts payable and accrued liabilities	985,259	786,235
Unearned revenue	103,961	103,998
Current portion of long-term debt (Note 6)	4,990	4,990
	1,094,210	895,223
Long-term debt (Note 6)	6,653	11,643
Deferred government contributions (Note 7)	4,490,088	4,012,717
Total liabilities	5,590,951	4,919,583
Equity		
Reserve for harbour maintenance and development (Note 8)	2,225,031	3,222,405
Retained earnings	8,557,176	7,541,582
Total equity	10,782,207	10,763,987
Total liabilities and equity	16,373,158	15,683,570

Commitments (Note 9)

Approved on Behalf of the Board:

_____ Chairman

_____ Director

The accompanying notes are an integral part of these financial statements

Port Alberni Port Authority

Statement of Equity

Year ended December 31, 2016 with comparative figures for 2015

	(Note 8) Reserve for Harbour Maintenance & Development \$	Retained Earnings \$	Total Equity \$
Balance, January 1, 2015	3,222,405	7,608,031	10,830,436
Comprehensive (loss)	-	(66,449)	(66,449)
Balance, December 31, 2015	3,222,405	7,541,582	10,763,987
Comprehensive income	-	18,220	18,220
Transfers	(997,374)	997,374	-
Balance, December 31, 2016	2,225,031	8,557,176	10,782,207

The accompanying notes are an integral part of these financial statements

Port Alberni Port Authority

Statement of Income and Comprehensive Income

Year ended December 31, 2016 with comparative figures for 2015

	2016	2015
	\$	\$
Revenue		
Operations	5,376,281	4,984,878
Investment income	21,551	35,074
	<u>5,397,832</u>	<u>5,019,952</u>
Gross revenue charge	<u>103,965</u>	<u>99,651</u>
	<u>5,293,867</u>	<u>4,920,301</u>
Expenses		
City of Port Alberni Accord (Note 11)	95,000	95,000
Fuel purchases	451,021	502,219
Insurance	108,879	128,315
Leases	220,438	179,299
Repairs and maintenance	211,826	127,155
Supplies, service and leases	543,528	449,130
Utilities	266,104	243,699
Wages and benefits	2,895,713	2,707,863
	<u>4,792,509</u>	<u>4,432,680</u>
Income from operations before amortization	501,358	487,621
Amortization	<u>483,138</u>	<u>554,070</u>
Income (loss) and comprehensive income (loss) for the year	<u>18,220</u>	<u>(66,449)</u>

The accompanying notes are an integral part of these financial statements

Port Alberni Port Authority

Statement of Cash Flows

Year ended December 31, 2016 with comparative figures for 2015

	2016	2015
	\$	\$
Cash flows from operating activities:		
Comprehensive income (loss)	18,220	(66,449)
Amortization	483,138	554,070
(Increase) in accounts receivable	(380,759)	(31,308)
Decrease in inventories	7,577	25,071
(Increase) decrease in prepaid expenses	(5,738)	36,755
Increase in accounts payable and accrued liabilities	199,024	157,393
(Decrease) in unearned revenue	(37)	(7,058)
	<u>321,425</u>	<u>668,474</u>
Total cash flows from operating activities		
Cash flows from investing activities:		
Purchase of property and equipment	<u>(1,733,676)</u>	<u>(225,651)</u>
Cash flows from financing activities:		
Government grants received	650,924	25,397
(Decrease) in long-term debt	<u>(4,990)</u>	<u>(4,990)</u>
Net cash flows from financing activities	<u>645,934</u>	<u>20,407</u>
Net increase (decrease) in cash and short-term investments	(766,317)	463,230
Cash and short-term investments - beginning of year (Note 3)	<u>3,501,922</u>	<u>3,038,692</u>
Cash and short-term investments - end of year (Note 3)	<u><u>2,735,605</u></u>	<u><u>3,501,922</u></u>

The accompanying notes are an integral part of these financial statements

Port Alberni Port Authority

Notes to the Financial Statements

Year ended December 31, 2016 with comparative figures for 2015

1. Business Operations

The Port Alberni Port Authority (the "Port Authority") was incorporated on July 1, 1999 in accordance with Section 10 of the Canadian Marine Act and by Letters Patent of Continuance issued by the Minister of Transport.

The Port Authority generates revenue through a variety of operations including deep-sea shipping port, marina management, and property leases.

2. Significant Accounting Policies

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS). The Port Authority's accounting policies and the financial information presented are consistent with the recommendations of the IASB (International Accounting Standards Board). All amounts are reported in Canadian funds. The financial statements were prepared on the historical cost basis and include the following significant accounting policies which have been applied consistently in all material respects:

Use of Estimates

The preparation of financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. These estimates are reviewed periodically, and as adjustments become necessary, they are reported in profit or loss in the period in which they become known. Actual results could differ from those estimates.

Financial Instruments

The Port Authority aggregates its financial instruments into classes based on their nature and characteristics. Management determines the classification when the instruments are initially recognized, with is normally the date of purchase into the following categories:

i) Financial Assets at Fair Value through Profit or Loss

This category involves financial instruments held for the purpose of selling them in the short-term. All of the financial instruments in this category must meet the definition of financial assets held for trading. The instruments classified in this category are classified in current assets and include cash and short-term investments.

Financial assets classified in this category are initially recognized at fair value and the transactions costs are expensed to the income statement. Subsequently, financial assets at fair value through profit or loss are measured at fair value with unrealized gains and losses recognized through profit and loss.

ii) Held-to-maturity Investments

This category involves non-derivative financial instruments with fixed or determinable payments and fixed maturity that the Port Authority has the positive intention and ability to hold to maturity other than those that the Port Authority upon initial recognition designates as at fair value through profit or loss, available for sale, and those that meet the definition of loans and receivables. The Port Authority does not have any instruments classified in this category.

Held to maturity investments are measured at amortized cost using the effective interest method less any allowance for impairment.

Port Alberni Port Authority

Notes to the Financial Statements

Year ended December 31, 2016 with comparative figures for 2015

2. Significant Accounting Policies (continued)

Financial Instruments (continued)

iii) Loans and Receivables

This category involves non-derivative financial instruments with fixed or determinable payments that are not quoted in an active market. They include current assets when they will be realized with 12 months of the reporting date, otherwise they are classified as non-current. The instruments classified in this category are accounts receivable.

Loans and receivables are measured at amortized cost using the effective interest rate method less an appropriate allowance for doubtful receivables.

iv) Available-for-sale Financial Assets

This category involves non-derivative financial instruments that are either designated as such upon initial recognition or are not classified in any of the other categories. The Port Authority does not have any instruments classified in this category.

Available-for-sale assets are measured at fair value with unrealized gains and losses recognized in other comprehensive income or loss. When the asset is sold, the accumulated gains or losses in other comprehensive income are reclassified in the income statement.

v) Financial Liabilities at Fair Value through Profit or Loss

This category involves financial liabilities held for trading. Financial liabilities classified in this category are measured at fair value with unrealized gains and losses recognized through profit and loss. The Port Authority does not have any instruments classified in this category.

vi) Other Financial Liabilities

This category involves other financial liabilities that are initially recorded at fair value less transaction costs. The instruments classified in this category are accounts payable and accrued liabilities.

Other financial liabilities are measured at amortized cost using the effective interest method.

All financial assets except those measured at fair value through profit or loss are subject to review for impairment annually and written down when there is evidence of impairment.

Cash and Short-term Investments

The Port Authority's policy is to disclose bank balances under cash and short-term investments, including bank overdrafts with balances that fluctuate frequently from being positive to overdraft and short-term investments with a maturity period of three months or less from the date of acquisition.

Port Alberni Port Authority

Notes to the Financial Statements

Year ended December 31, 2016 with comparative figures for 2015

2. Significant Accounting Policies (continued)

Inventories

Inventories are stated at the lower of cost and net realizable value, with the cost being determined using the FIFO (first in, first out) method. Net realizable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

The cost of inventories comprises all costs of purchase, costs of conversion and other costs incurred in bringing inventories to their present location and condition. The costs of purchase include the purchase price, import duties and non-recoverable taxes, and transport, handling and other costs directly attributable to the acquisition of finished goods, materials or services. The costs of conversion include direct material and labour costs, and a systematic allocation of fixed and variable overheads incurred in converting materials into finished goods.

Property and Equipment

Property and equipment are stated at historical cost, less any accumulated depreciation and any impairment losses. Historical cost includes all costs directly attributable to the acquisition. Land is not amortized. Amortization of other items of property and equipment is provided on parts that have homogeneous useful lives by using the straight-line method so as to depreciate the initial cost down to the residual value over the estimated useful lives, as follows:

Buildings and parking lot	5-10%	Straight-line
Developments	2.5-10%	Straight-line
Equipment	5-30%	Straight-line
Floats	10%	Straight-line
Furniture	20-100%	Straight-line
Harbours	5-100%	Straight-line
Marinas	2.5-20%	Straight-line
Terminals	2.5-10%	Straight-line
Vehicles	20%	Straight-line
Wharves	10%	Straight-line

In the year of acquisition only one-half the normal rate is applied.

Investment Properties

Investment properties are properties held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. The investment properties are measured using the cost method and are included in property and equipment. Amortization is calculated using the straight-line method. Details of the useful lives of the properties are discussed with property and equipment.

Deferred Government Contributions

Government grants are recognized, in amortization, on a systematic basis over the periods in which the entity recognizes as expenses the related costs for which the grants are intended to compensate, through profit and loss.

Gross Revenue Charge

In order to maintain its Letters Patent in good standing, the Port Authority is required to annually pay the Minister of Transport a charge on gross revenues. The charge is calculated by reference to gross revenues at a rate of 2% on the first \$10 million and at variable rates thereafter.

Port Alberni Port Authority

Notes to the Financial Statements

Year ended December 31, 2016 with comparative figures for 2015

2. Significant Accounting Policies (continued)

Revenue Recognition

Revenue from moorage and camping is recognized over the length of the contract and is subject to cancellation policies for early termination. Revenue from leases is recognized into revenue over the life of the lease. Unrecognized revenue is recorded as unearned revenue. All other revenue is recognized when earned.

Impairment of Long Lived Assets

Long-lived assets consist of property and equipment. The Port Authority performs impairment testing on long-lived assets whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of the fair value less costs to sell and value in use. Non-current assets other than goodwill that have been impaired are reviewed for possible reversal of the impairment loss at the reporting date.

3. Cash and Short-term Investments

The Port Authority's cash and short-term investments are held with commercial banks and investment members in fixed and guaranteed income securities as required by the Canada Marine Act per port authorities' management regulation. Cash and short-term investments consist of the following:

	2016	2015
	\$	\$
Cash	508,516	45,338
Short-term investments	2,227,089	3,456,584
	<u>2,735,605</u>	<u>3,501,922</u>

Port Alberni Port Authority

Notes to the Financial Statements

Year ended December 31, 2016 with comparative figures for 2015

4. Property and Equipment

	Cost					Accumulated Amortization			Value 2016 \$
	January 1, 2016 \$	Additions \$	December 31, 2016 \$	January 1, 2016 \$	Expense \$	Disposals \$	December 31, 2016 \$		
Terminal									
Harbour vehicles	196,548	-	196,548	196,545	2	-	196,547	1	
Terminal - berth 1 and 2	4,813,129	-	4,813,129	4,580,836	26,492	-	4,607,328	205,801	
Terminal - berth 3	4,506,285	-	4,506,285	3,373,680	18,443	-	3,392,123	1,114,162	
Terminal equipment	1,424,736	-	1,424,736	1,328,119	12,327	-	1,340,446	84,290	
	10,940,698	-	10,940,698	9,479,180	57,264	-	9,536,444	1,404,254	
Fisherman's Harbour, Argyle, & Water Street									
Argyle Street development	6,421,620	3,758	6,425,378	1,451,458	171,171	-	1,622,629	4,802,749	
Fishermen's harbour	2,567,329	1,636,294	4,203,623	993,709	104,010	-	1,097,719	3,105,904	
Water Street wharf	193,825	-	193,825	193,825	-	-	193,825	-	
Sundry Floats	18,898	-	18,898	13,575	710	-	14,285	4,613	
	9,201,672	1,640,052	10,841,724	2,652,567	275,891	-	2,928,458	7,913,266	
Real Estate									
Port Fish Building & equip.	1,885,212	-	1,885,212	1,880,368	510	-	1,880,878	4,334	
Kingsway Avenue - parking	330,976	-	330,976	330,976	-	-	330,976	-	
Marine Centre Building	219,714	-	219,714	208,752	8,056	-	216,808	2,906	
Harbour Road	112,069	-	112,069	112,069	-	-	112,069	-	
	2,547,971	-	2,547,971	2,532,165	8,566	-	2,540,731	7,240	
Marinas									
China Creek Marina	4,020,156	56,499	4,076,655	2,748,828	90,846	-	2,839,674	1,236,981	
Clutesi Haven Marina	2,385,961	-	2,385,961	1,666,055	47,351	-	1,713,406	672,555	
Harbour Quay Marina	5,028,502	-	5,028,502	3,845,069	112,224	-	3,957,293	1,071,209	
	11,434,619	56,499	11,491,118	8,259,952	250,421	-	8,510,373	2,980,745	
Administration									
Environmental protection equipment	34,852	-	34,852	34,852	-	-	34,852	-	
Exploration costs	414,268	-	414,268	-	-	-	-	414,268	
Harbour costs	309,740	-	309,740	302,566	7,174	-	309,740	-	
Furniture and equipment	409,629	37,126	446,755	367,244	57,376	-	424,620	22,135	
	1,168,489	37,126	1,205,615	704,662	64,550	-	769,212	436,403	
	35,293,449	1,733,677	37,027,126	23,628,526	656,692	-	24,285,218	12,741,908	

Port Alberni Port Authority

Notes to the Financial Statements

Year ended December 31, 2016 with comparative figures for 2015

4. Property and Equipment (continued)

	Cost				Accumulated Amortization			Value 2015 \$
	January 1, 2015 \$	Additions \$	December 31, 2015 \$	January 1, 2015 \$	Expense \$	Disposals \$	December 31, 2015 \$	
Terminal								
Harbour vehicles	196,548	-	196,548	191,546	4,999	-	196,545	3
Terminal - berth 1 & 2	4,797,019	16,110	4,813,129	4,533,945	46,891	-	4,580,836	232,293
Terminal - berth 3	4,506,285	-	4,506,285	3,322,417	51,263	-	3,373,680	1,132,605
Terminal equipment	1,392,806	31,930	1,424,736	1,317,388	10,731	-	1,328,119	96,617
	10,892,658	48,040	10,940,698	9,365,296	113,884	-	9,479,180	1,461,518
Fisherman's Harbour, Argyle, & Water Street								
Argyle Street Development	6,421,620	-	6,421,620	1,280,475	170,983	-	1,451,458	4,970,162
Fishermen's harbour	2,529,417	37,912	2,567,329	922,456	71,253	-	993,709	1,573,620
Water Street wharf	193,825	-	193,825	193,825	-	-	193,825	-
Sundry Floats	18,898	-	18,898	12,865	710	-	13,575	5,323
	9,163,760	37,912	9,201,672	2,409,621	242,946	-	2,652,567	6,549,105
Real Estate								
Port Fish Building & equip.	1,885,212	-	1,885,212	1,879,857	511	-	1,880,368	4,844
Kingsway Avenue - parking	330,976	-	330,976	330,976	-	-	330,976	-
Marine Centre building	219,714	-	219,714	200,696	8,056	-	208,752	10,962
Harbour Road	112,069	-	112,069	112,069	-	-	112,069	-
	2,547,971	-	2,547,971	2,523,598	8,567	-	2,532,165	15,806
Marinas								
China Creek Marina	3,997,612	22,544	4,020,156	2,644,005	104,823	-	2,748,828	1,271,328
Clutesi Haven Marina	2,358,110	27,851	2,385,961	1,615,658	50,397	-	1,666,055	719,906
Harbour Quay Marina	4,987,042	41,460	5,028,502	3,717,097	127,972	-	3,845,069	1,183,433
	11,342,764	91,855	11,434,619	7,976,760	283,192	-	8,259,952	3,174,667
Administration								
Environmental protection equipment	34,852	-	34,852	34,852	-	-	34,852	-
Exploration costs	414,268	-	414,268	-	-	-	-	414,268
Harbour vessels	309,740	-	309,740	271,670	30,896	-	302,566	7,174
Furniture and equipment	361,785	47,844	409,629	330,269	36,975	-	367,244	42,385
	1,120,645	47,844	1,168,489	636,791	67,871	-	704,662	463,827
	35,067,798	225,651	35,293,449	22,912,066	716,460	-	23,628,526	11,664,923

Port Alberni Port Authority

Notes to the Financial Statements

Year ended December 31, 2016 with comparative figures for 2015

4. Property and Equipment (continued)

Included in property and equipment is \$414,268 in environmental studies and surveys for the Port Alberni Transshipment Hub (PATH) study. These costs have been capitalized as exploration costs and will be added to the cost of the project, when initiated.

5. Investment Properties

Investment properties are comprised of the Port Fish Building and the Marine Centre Building. Included in the Port Authority's income is rental income from investment properties of \$141,940 (2015 - \$111,940). A reconciliation of the investment properties' carrying amounts, including their gross carrying amounts and accumulated amortization, is included in Note 4.

6. Long-term Debt

	2016	2015
	\$	\$
KUBOTA CANADA - monthly payments of \$416 plus taxes, zero interest, secured by equipment, maturing April 30, 2019.	11,643	16,633
Less: current portion	(4,990)	(4,990)
	<u>6,653</u>	<u>11,643</u>

The estimated principal repayments on long-term debt over the next three years are as follows:

Year	\$ Amount
2017	4,990
2018	4,990
2019	1,663

7. Deferred Government Contributions

During 2016, the Port Authority received the following government contributions during the year:

	2016	2015
	\$	\$
Balance, beginning of year	4,012,717	4,149,710
Fisherman's Harbour	650,924	25,396
Amount recognized as amortization	(173,553)	(162,389)
Balance, end of year	<u>4,490,088</u>	<u>4,012,717</u>

Port Alberni Port Authority

Notes to the Financial Statements

Year ended December 31, 2016 with comparative figures for 2015

8. Reserve for Harbour Maintenance and Development

The Port Authority has appropriated equity, under the title "harbour maintenance and development", in the amount of \$2,225,031 (2015 - \$3,222,405) for future upgrading and development of the port terminals, marinas, and harbour.

9. Commitments

The Port Authority has a long-term Head Lease with the Province of British Columbia for the management of Provincial property in and along the Alberni Inlet. The present lease agreement originated on January 1, 1986 with a term to December 31, 2023. The revenue rate allocation for the term to December 31, 2016 was 50% to the Port Authority.

The Port Authority has a long-term lease with the Regional District of Alberni-Clayoquot for the operation of a campground with a term to December 31, 2029. Annual rent equivalent of 2.4% of the camping revenue is payable each year to the Regional District of Alberni-Clayoquot. A new rent rate is to be negotiated at the beginning of the year 2021. The lease has a cancellation clause of one year for the Port Authority and five years for the Regional District.

The Port Authority has a lease with the City of Port Alberni for Clutesi Haven Marina properties. The term of the lease is to December 31, 2039 with an option to renew for a further 21 years. The rent is \$1 per year and subject to negotiation by mutual agreement for each five year period which commenced January 1, 2015.

The Port Authority has a long-term lease with the Province of British Columbia for the marina lands at China Creek Marina. The term of the lease is to January 31, 2025. The annual fee for use is 4% of the potential gross income from moorage.

10. Loan Approval

The Port Authority has a facility with a commercial bank to borrow up to \$1 million, providing the equivalent amount of investments are pledged as security. The rate of interest is commercial bank prime. There was no balance payable at year end.

11. Municipal Accord - City of Port Alberni

The Port Authority has an accord with the City of Port Alberni. This accord provides for the payment of \$95,000 per year to the City of Port Alberni for the purpose of enhancing and developing projects of common interests for the benefit of the community. This accord is in effect up to and including the calendar year 2018.

Port Alberni Port Authority

Notes to the Financial Statements

Year ended December 31, 2016 with comparative figures for 2015

12. Financial Instruments

The fair value of the Port Authority's financial instruments and their related carrying values are categorized as follows:

	2016		2015	
	Carrying Value	Fair Value	Carrying Value	Fair Value
	\$	\$	\$	\$
Financial Assets				
Loans and receivables				
Accounts receivable	787,060	787,060	406,301	406,301
Fair value through profit & loss				
Cash and short-term investments	2,735,605	2,735,605	3,501,922	3,501,922
Total financial assets	3,522,665	3,522,665	3,908,223	3,908,223
Financial Liabilities				
Other financial liabilities				
Accounts payable and accrued liabilities	985,256	985,256	786,235	786,235

The financial instruments that are measured subsequent to initial recognition at fair value use the following fair value hierarchy to determine fair value:

- i) Level 1 – fair value measurements are derived from quoted market prices of identical assets.
- ii) Level 2 – fair value measurements are derived from valuation techniques developed from observable market data for similar assets or liabilities.
- iii) Level 3 – fair value measurements are derived from valuation techniques developed without observable market data.

Fair value of cash and short-term investments was determined using Level 1 as quoted market prices were available. The fair value of accounts receivable and accounts payable and accrued liabilities approximates their carrying value because of their short-term nature.

13. Financial Risks and Concentration of Risks

Risk Management Policies

The Port Authority, through its financial instruments, is exposed to a variety of financial risks: credit risk, liquidity risk and market risk (including currency risk, interest rate risk and other price risk). The following evaluates the nature and extent of the risks at the end of the reporting period. There have been no significant changes to the Port Authority's risk exposure from the prior year.

Credit Risk

Credit risk is the potential for financial loss should a counter party in a transaction fail to meet its obligations. The Port Authority is exposed to credit risk from its accounts receivable. In order to reduce this risk, the Port Authority has credit policies which include the analysis of the financial position of its customers and regular review of their credit limits. An allowance for doubtful accounts is established when factors surrounding the credit risk of specific amounts, historical trends, and other information indicate that an amount may not be collectible. At year end, an allowance for doubtful accounts has not been recorded. The Port Authority is not exposed to significant credit risk.

Port Alberni Port Authority

Notes to the Financial Statements

Year ended December 31, 2016 with comparative figures for 2015

13. Financial Risks and Concentration of Risks (continued)

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Port Authority is exposed to interest rate risk on its short-term investments. The Port Authority manages interest rate risk by holding investments in accordance with the Canada Marine Act. The Port Authority is not exposed to significant interest rate risk.

Currency Risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Port Authority does not face significant currency risk exposure.

Other Price Risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices, other than those arising from interest rate risk or currency risk. The Port Authority manages other price risk by holding investments in accordance with the Canada Marine Act.

Liquidity Risk

Liquidity risk is the risk that Port Authority will encounter difficulty in meeting obligations. The Port Authority manages liquidity risk by having a reserve for harbour maintenance and development and sufficient cash and short-term investments. The Port Authority is not exposed to significant liquidity risk.

14. Capital Management

The Port Authority's objective in managing its capital is to fund operations and property and equipment acquisitions. The Port Authority's capital is comprised of assets and liabilities that are liquid. The Port Authority is not subject to any externally imposed capital requirements.

The Port Authority manages the capital based on changes in economic conditions and risk assessment. The Port Authority has sufficient cash and short-term investments to continue to fund the Port's operations.

	2016	2015
	\$	\$
Cash and short-term investments	2,735,605	3,501,922
Accounts payable and accrued liabilities	(985,256)	(786,235)
Net excess	<u>1,750,349</u>	<u>2,715,687</u>

Management has estimated that the Port Authority is committed to expenditures totaling \$1,364,600 (2015: \$1,549,700) for property and equipment for the next fiscal year.

Port Alberni Port Authority

Notes to the Financial Statements

Year ended December 31, 2016 with comparative figures for 2015

15. Remuneration

As required by subsection 37(3) of the Canada Marine Act, the Port Authority must disclose the remuneration paid to the directors and president and chief executive officer in its annual financial statements. For the year ended December 31, 2016, directors' remuneration is as follows:

Name	Title	Amount \$
R. Crema	Director	14,000
A. Haggard	Director	10,000
R. Johnson	Director	10,000
D. Jonsson	Director	10,000
K. McRae	Director	12,000
D. St. Jacques	Director	10,000
G. Trumper	Director	10,000
Z. Knezevic	Port Manager/CEO	175,350

16. Approval of Financial Statements

The financial statements of Port Alberni Port Authority for the year ended December 31, 2016 were approved and authorized for issue by the Board of Directors on March 29, 2017.



REQUEST FOR DECISION

To: Board of Directors

From: Bamfield Water Committee
Teri Fong, CPA, CGA, Manager of Finance

Meeting Date: November 22, 2017

Subject: Bamfield Water System Rate Increase

Recommendation:

THAT the Alberni Clayoquot Regional District Board of Directors give first reading to Bylaw cited as "Bamfield Water System Specified Area Rates and Regulations Amendment Bylaw F1089-1, 2018".

THAT the Alberni Clayoquot Regional District Board of Directors give second reading to Bylaw cited as "Bamfield Water System Specified Area Rates and Regulations Amendment Bylaw F1089-1, 2018".

THAT the Alberni Clayoquot Regional District Board of Directors give third reading to Bylaw cited as "Bamfield Water System Specified Area Rates and Regulations Amendment Bylaw F1089-1, 2018".

THAT the Alberni Clayoquot Regional District Board of Directors adopt Bylaw cited as "Bamfield Water System Specified Area Rates and Regulations Amendment Bylaw F1089-1, 2018".

Summary:

The attached report was presented to the Bamfield Water Committee on October 2, 2017. The Committee supported the recommendation and did not adjust the threshold of 14 cubic meters per month.

Bylaw F1089-1 has been attached for your consideration and Bylaw F1089 has been attached for your reference.

Submitted by: _____
Teri Fong, CPA, CGA, Manager of Finance

Approved by: _____
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



REQUEST FOR DECISION

To: Bamfield Water Committee
From: Teri Fong, CPA, CGA, Manager of Finance
Meeting Date: October 2, 2017
Subject: Bamfield Water System Rate Increase

Recommendation:

That the Bamfield Water Committee instruct staff to draft a bylaw to amend the Bamfield Water System Specified Area Rate and Regulations Bylaw F1089, 2010 to reflect the new rates as a result of the water treatment plant for consideration by the Board of Directors.

Desired Outcome:

To establish new rates for the Bamfield Water System to ensure adequate funding to operate the water treatment plant upon completion of construction.

Summary:

The installation of the water treatment plant will increase the operating costs of the Bamfield Water System and as a result, user rates must be increased to fund the operation of the improved system. Koers Engineering Ltd estimates the operating costs of the water treatment plant to be approximately \$43,000 annually. This is a 32% increase from the 2017 operating costs of \$135,000. Each service connection requires an increase of \$216 per year in order for the 198 connections to fund the increased operating costs. This increase results in a monthly charge of \$46 plus the \$2 meter rental fee.

The proposed increase is consistent with the messaging delivered to owners during the referendum process in the fall of 2016. The other source of revenue that funds the annual operating costs is the overage amounts that results from consumption in excess of 14 cubic meters per month. At the February 20, 2017 Bamfield Water Committee meeting the committee requested that staff consider increasing the consumption threshold when revising the rates. This request was explored and is included later in this report under 'options considered'. The rate increase proposed does not consider any changes to revenue from overages and as a result, any significant decreases in overage revenue would require a further rate increase. This may occur if the Bamfield Marine Science Center begins to operate their own wells to provide some of the water required for their operation. At this time, the impact of this possibility is unknown.

The new rates will come into effect on January 1, 2018. The bills are created at the end of a billing cycle and therefore the first time at the new rates will be on the bills is in April 2018.

Background:

Koers Engineering Ltd provided an estimate of water treatment plant operating costs in January of 2015. Since that time staff and the engineers have refined that estimate to be \$43,000.

Time Requirements – Staff & Elected Officials:

Staff time will be required to draft the amending bylaw, communicate rate changes to the users and update system to reflect new rates.

Financial:

The total impact of the water treatment plant to the Bamfield Water System is as follows:

Fee	Current Costs	Proposed Costs
User Fee	\$360	\$576
Parcel Tax	\$237	\$237
Debt Servicing	\$0	\$171
Total	\$597	\$984

This fee estimate is based on an active connection with no overages. Based on the proposed rate, the cost per day for high quality water is \$2.70. It should be noted that staff recommend no change to the current annual parcel tax contribution to the capital reserve fund.

Policy or Legislation:

The Bamfield Water System Specified Area Rates and Regulations Bylaw No. F1089, 2010 was adopted on May 26, 2010. The bylaw lowered the threshold from 31 cubic meters per month to 14 cubic meters per month over the next three years.

Options Considered:

At the request of the Bamfield Water Committee, staff also considered the impact of increasing the maximum consumption threshold that is currently set at 14 cubic meter per month. The rates presented below are based on the impact the increases would have had on the actual consumption data from 2016:

Monthly Threshold	Annual Charge	Monthly Charge
14m ³ – current	\$576	\$48
16m ³	\$588	\$49
18m ³	\$600	\$50
20m ³	\$612	\$51

If the Committee would like to include an increase in threshold in the bylaw amendment then the following motion would be appropriate:

That the Bamfield Water Committee instruct staff to draft a bylaw to amend the Bamfield Water System Specified Area Rate and Regulations Bylaw F1089, 2010 to increase the threshold to _____ and reflect the new rates as a result of the water treatment plant for consideration by the Board of Directors.



Submitted by: _____
Teri Fong, CPA, CGA, Manager of Finance



Alberni-Clayoquot Regional District

Bylaw No. F1089-1

A bylaw to amend the Bamfield Water System Specified Area Rates and Regulations

WHEREAS the Board of Directors of the Alberni-Clayoquot Regional District, constructed, operates and maintains a water system in the Bamfield Water System Specified Area established by Bylaw. No. 268;

AND WHEREAS THE Board of Directors has established rates and regulations for the Bamfield Water System Specified Area by Bylaw F1089;

AND WHEREAS the Board of Directors deems it necessary to amend the rates and charges for the service to reflect the increase in operating costs resulting from the installation of a water treatment plant;

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

1. CITATION

This Bylaw may be cited as the ***“Bamfield Water System Specified Area Rates and Regulations Amendment Bylaw F1089-1, 2018”***.

2. AMENDMENTS

Bylaw F1089 cited as, “Bamfield Water System Specified Area Rates and Regulations Bylaw No. F1089, 2010” is hereby amended as follows:

- a. Replacing Section 10. With the following:

10.0 BILLING AND PAYMENT

- 10.1 The rates and charges enumerated in Schedule “B” of this Bylaw are hereby imposed and levied for water services supplied by the Regional District, Bamfield Water System. Rates and charges shall be billed either quarterly or monthly and shall be due and payable on the due date stated on the invoice, no less than thirty (30) days after the issuance of the bills.

Regional District of Alberni-Clayoquot – Bylaw F1089-1
 Bamfield Water System Specified Area Rates and Regulations, 2018

10.2 The Regional District may assess an interest rate of 2% on outstanding rates and charges, from the prior period, which are overdue.

10.3 The rates and charges specified in Schedule “B” and any assessed interest charges on the outstanding balance are due and payable by December 31st of each year and if unpaid on that date shall be deemed to be taxes in arrears and shall be so entered on the tax roll by the Surveyor of Taxes.

b. Replace Schedule “B” with the new Schedule “B” attached hereto and forming part of this Bylaw.

3. EFFECTIVE DATE

This bylaw shall come into effect on January 1, 2018.

Read a first time this day of , 2017.

Read a second time this day of , 2017.

Read a third time this day of , 2017.

Adopted this day of , 2017.

 Chairperson

 Chief Administrative Officer

Bamfield Water Rates and Charges

1. WATER METER RATES

- a. All metered accounts are subject to a basic charge (not including meter rental) of \$46 per month.
- b. An additional charge of \$2 per cubic meter (m³) shall be calculated on consumption that exceeds 14 cubic meters (m³) per month.
- c. All metered accounts are also subject to a monthly water meter rental charge as follows:

Meter Size – Imperial	Meter Size – Metric	Monthly Rental Amount
Up to 1 inch	25mm	\$2.00
1 ½ inch	38mm	\$4.00
2 inch	50mm	\$6.00
3 inch	75mm	\$10.00
4 inch	100mm	\$20.00
6 inch	150mm	\$30.00
8 inch	200mm	\$40.00
10 inch	250mm	\$50.00

- d. If a meter fails to register or to properly indicate the flow of water, consumption will be estimated and billed based on the average previous consumption. This estimate will take into account seasonal variations and other factors, such as ownership changes, that may affect the consumption of water.
- e. If access is not provided to the Bamfield Water System Contractor during regular readings, return visits to read the meter are \$25.00 per call.

2. CONNECTION CHARGES

- a. Initial connection - \$450.00 basic charge plus the cost of fittings and parts as well as meter installed at the property line.
- b. Re-connection - \$50.00 for each turn on of water service.

Regional District of Alberni-Clayoquot

Bylaw No. F1089

A Bylaw of the Regional District of Alberni-Clayoquot to establish Rates and Regulations for the Bamfield Water System Specified Area

WHEREAS, the Board of the Alberni-Clayoquot Regional District, constructed, operates and maintains a water system in the Bamfield Water System Specified Area established by Bylaw No. 268 of the Regional District, (hereinafter called the "Specified Area").

AND WHEREAS it is deemed necessary and expedient that provisions be made for the regulation and management of the water system and for terms and conditions upon which water services shall be provided and to establish rates and charges for such services;

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

1. INTERPRETATION

1.1 In this bylaw, unless the context requires otherwise:

"Consumer Unit" shall be defined as follows:

- a. An independent dwelling unit including, but not so as to restrict the generality of the foregoing, a detached dwelling house, a basement or other independent dwelling unit contained in a detached dwelling house, each dwelling unit of a duplex or other multiplex, and each dwelling unit of an apartment building;
- b. An independent commercial unit including, but not so as to restrict the generality of the foregoing, a detached commercial building, each independent commercial unit of a duplex or other commercial multiplex, and each commercial unit of an office building provided that each such commercial unit has water supplied to it from the Bamfield Water System for the exclusive use of the occupants of such commercial unit and their customers;
- c. A hotel or motel and each individual room or suite of rooms therein intended as a unit of accommodation;
- d. Any other structure requiring water.

“Regional District” means the Regional District of Alberni-Clayoquot, the Regional District Board or persons duly authorized to represent the Regional District Board in respect of this Bylaw, which shall include the Bamfield Water Committee and the Bamfield Water System Contractor.

“Water” includes water conveyed through the works operated or maintained by the Regional District, Bamfield Water System.

“Water Connection” means a connection at the owners property line for the purpose of conveying water to the said customer, and may or may not include a water meter but shall include a shut-off valve that shall be the property of the Regional District, Bamfield Water System.

“Works” includes anything capable of or useful for diverting, storing, measuring, or conveying, conserving, retarding, confining or using water.

2. SERVICE CONNECTIONS

- 2.1 The type and size of service connection and the arrangement of valves and other appurtenances required to regulate the water shall be specified in writing by the Regional District, Bamfield Water System Contractor in Bamfield.
- 2.2 Applications for the installation and connection of a water service shall be made to the Regional District, Bamfield Water System Contractor in Bamfield and shall be made in the form of Schedule “A” of this Bylaw and shall be accompanied by the proper fee enumerated on Schedule “B” of this Bylaw. Each application, when duly signed by the potential customer, shall be an agreement whereby the customer agrees to abide by the terms and conditions of the Bylaw.
- 2.3 Where an applicant for a water service requires a quantity, pressure or type of service in excess of that which can be supplied from the works of the Bamfield Water System, the Bamfield Water Committee may require the said applicant to pay for all or part of any works considered necessary to augment system capacity in order to meet the water requirements. Alternatively, the said applicant may be required to make a capital contribution towards the future provision of such works. Applicants considered under this section may be required to enter into a formal agreement with the Regional District regarding the special terms and conditions under which water is supplied.
- 2.4 Immediately after the completion of any works, and before such works or any part thereof has been covered or concealed, the Bamfield Water System Contractor shall be notified that such works are ready for inspection. The works shall not be covered until they have been inspected, tested under pressure, and accepted in writing by the

Regional District of Alberni-Clayoquot.

4. TURN OFF AND TURN ON

- 4.1 Consumers who wish to have their water service discontinued shall give the Bamfield Water System Contractor fourteen (14) days notice. The service shall be cut off at the end of the month succeeding the notice of termination. Before the service is again renewed, the tenant or occupant shall pay to the Regional District of Alberni-Clayoquot the prescribed re-connection charge as invoiced for the renewal of the service as enumerated on Schedule "B" of this Bylaw.
- 4.2 The Bamfield Water Committee may order the water be turned off to any premises where charges have been owing for one (1) month or longer.

5. RIGHT OF ACCESS

- 5.1 The Regional District, Bamfield Water System Contractor(s) shall have right to access to all parts of a person's property of premises at all reasonable hours for the purpose of inspecting or testing any works, fittings or appliances related to the use of water, or for the purpose of installing, removing, repairing, reading or inspecting meters.
- 5.2 No person shall obstruct or prevent the Bamfield Water Committee from carrying out any of the provisions of this Bylaw.

6. BAMFIELD WATER SYSTEM WORKS

- 6.1 No person except Bamfield Water System Contractor(s) shall open, shut, adjust, draw water from or tamper with any of the water system works.
- 6.2 No person shall obstruct at any time or in any manner the access to any hydrant, valve, stop-cock or other fixture connected with the Water System Works, and should any person so obstruct access to any said fixture by allowing accumulation of surface water around it or by placing thereon or near thereon any structure or material, the Bamfield Water System Contractor may remove such obstruction at the expense of the offending person.
- 6.3 When a landowner requests that any of the Water System Works situated within an easement in favour of the Regional District, Bamfield Water System be moved or relocated, the entire cost of moving or relocating the said works shall be borne by the landowner unless other arrangements are agreed upon in writing by both parties.

7. WORKS ON PRIVATE PROPERTY

- 7.1 No person to whose premises water is supplied shall make, or permit to be made, any additional connection to his/her service of either temporary or permanent nature, for the purpose of supplying water to another building, or house trailer on his/her or any other property without permission of the Bamfield Water Committee.
- 7.2 No person shall interconnect any portion of works on private property which are supplied by the Water System with an external source of water such as a well, except with written permission of the Bamfield Water Committee. Wherever works on private property which are supplied by the Water System are connected to a body of contaminated water, such as a swimming pool, in such a way that, if a reverse flow were to be induced, a health hazard could result, the owner of the private property shall install and maintain a back-flow preventer on every such potentially dangerous cross-connection to the approval of the Bamfield Water Committee.
- 7.3 No change or addition to the number or type of fixtures on a premises, for the purpose of expanding a commercial or industrial enterprise, shall be made until notice thereof has been given in writing to the Bamfield Water Committee and written permission therefore obtained. Any extra charge or higher charge payable due to the change or addition shall be paid before the change or addition is commenced.
- 7.4 No person shall use or permit the use of any pump or other device for the purpose of, or having the effect of, increasing the pressure in any pipe without the written permission of the Bamfield Water Committee, whether such pipe forms part of the Water System works or of the works on the said person's premises. The Bamfield Water Committee may, without notice, discontinue service to any person employing such pump or other device.
- 7.5 No device designed to introduce another substance into the water in the connection between the building and the water supply main shall be installed without written permission of the Bamfield Water Committee who, in consultation with the Health Inspector, shall insure that the device is so designed and installed that such substance cannot be introduced into the Water System works.
- 7.6 The property owner shall be responsible for the safe-keeping, maintenance, repair and replacement of all service pipes and plumbing systems from the outlet of the Water System's curb stop or standard waterworks valve at his/her property line and shall protect them from frost or other damage, and shall promptly repair frozen, leaky or imperfect pipes or fixtures.

- 7.7 No reduction in rates shall be allowed on account of any waste of water unless the Bamfield Water Committee are satisfied that such waste arose from an accident to the pipes or fittings on the consumer's premises arising from some cause beyond his/her control and that the consumer used all reasonable diligence to stop such waste.

8. WATER USE REGULATIONS

- 8.1 Where, in the opinion of the Bamfield Water Committee, the quantity of water being used or the rate which it is being used from time to time, through any service is in excess of that contracted for or otherwise considered adequate, the Bamfield Water Committee may take such measures as are considered necessary to limit the supply to said service. These measures may include the installation of a meter, partially closing the controlling curb stop or standard waterworks valve, regulating the rate and time at which water may be used, and establishing special charges for water used in excess of a stipulated quantity or rate. The cost of any measured deemed necessary by the Bamfield Water Committee under this section shall be paid by the owner or owners concerned.
- 8.2 The Bamfield Water Committee may limit the amount of water used by any service in the interests of efficient operation of the Water System works and equitable distribution of water.
- 8.3 The Regional District, Bamfield Water System Committee does not guarantee a specific pressure or a continuous supply of water quality to meet the special requirements of individual users. The right is reserved to interrupt water service at any time for the purpose of making repairs or alterations to the works. If service is to be interrupted for more than 4 consecutive hours, due notice shall be given to those users affected.

9. METERS

- 9.1 Unless determined otherwise by the Bamfield Water Committee, all commercial, industrial and institutional consumers with a service connection shall install a water meter complete with bypass and isolation valves in a location easily accessible to the Bamfield Water System Contractor for inspection and reading the meter. Where the service is to a single building, the meter may be located in the building as close as possible to the entrance point of the water service into the building and before any take off points. If a building or structure exists at the location where the meter is to be installed, the property owner shall be responsible for constructing and maintaining the meter vault in accordance with the standards issued by the Regional District's Consulting Engineer.

- 9.2 The Bamfield Water Committee shall be entitled to, at any time, direct that the supply of water to any consumer or to the consumers in any part of the area supplied by the water system, shall be metered and thereupon the rates and charges for water supplied by meter shall be payable as soon as the meter shall be installed.

Meter Size and Supply

- 9.3 The Consulting Engineers shall determine the size of meter required and the Bamfield Water Committee shall supply the meter to the owner or his/her agent for installation.

Access to Meter

- 9.4 The consumer shall supply access to the water meter for the purpose of reading the meter and for maintenance during the normal working Hours of 8:30 am to 4:30 pm, Monday to Sunday inclusive. Failure to provide this access for the meter reading shall result in disconnection of service.

Operation Bypass

- 9.5 No person shall in any way tamper with, operate or remove the water meter or sealed bypass valves after installation without first obtaining the permission of the Bamfield Water Committee.

Meter Ownership

- 9.6 All meters shall be the property of the Regional District, Bamfield Water System.
- 9.7 No owner or occupant of any premises supplied with water by the Bamfield Water System shall sell, dispose of, or give away water, or permit the same to be taken away or applied for the benefit of other persons or premises, except by permission of the Bamfield Water Committee.
- 9.8 No person shall use water for watering stock, filling of swimming pools or reservoirs, or for any other purpose other than that required for normal domestic use, except by written permission of the Bamfield Water Committee, which shall state the purpose, time of use and quantity of water to be used and additional charges if any, and any special works required to be altered or installed.
- 9.9 An approved swimming pool shall be equipped with a re-circulation and filtration system as set out in the swimming pool, spray pool and wading pool Regulations under the Health Act.

- 9.10 No person shall use any service as motive power for the purpose of operating machinery without permission of the Bamfield Water Committee, who may terminate or withdraw such permission at any time.
- 9.11 The Bamfield Water Committee may at any time introduce regulations restricting the use of water for sprinkling or any other purpose. Upon receiving due notice of such restriction, no person shall use water for the purpose forbidden by, or in excess of the limits imposed by, such restrictions. Due notice of restrictions shall be given either by publication in a newspaper, circulating within the Specified Area by mail, or by posting of notices at prominent locations in the community.
- 9.12 Notwithstanding the lack of, or limited form of, sprinkling regulations as hereinbefore provided, no person shall, without permission of the Bamfield Water Committee:
- a. Use water for sprinkling in excess of reasonable requirements;
 - b. Use more than two outlets at one time for sprinkling purposes, neither of which said outlets shall exceed 13 millimeters ($\frac{1}{2}$ ") in internal diameter;
 - c. Use an open pipe or hose for sprinkling purposes;
 - d. Irrigate more than 1 hectare (2.2 acres) of land (including that occupied by dwellings).

10. BILLING AND PAYMENT

- 10.1 The several rates and charges enumerated in Schedule "B" of this Bylaw are hereby imposed and levied for water services supplied by the Regional District, Bamfield Water System and all rates and charges shall be billed quarterly and shall be due and payable on or before the first (1st) day of the month following the issue of the bills.
- 10.2 When any rates or charges for water services are overdue for a period of one (1) month, such water services may be turned off from the premises in respect to which such rates or charges are overdue and such services shall not be turned on again to the said premises until there shall have been paid:
- a. The rates and charges overdue;
 - b. The charge as set out in Schedule "B" of this Bylaw to cover the cost of water re-connection;

- c. Any additional cost incurred in order to prevent the improper use of water after the source has been turned off.
- 10.3 The Bamfield Water Committee may assess an interest rate of 2% per month payable on all outstanding rates and charges which are overdue after a period of one (1) month.
- 10.4 The rates and charges specified in Schedule "B" and any assessed interest charges on the outstanding balance are due and payable by December 31st of each year and if unpaid on that date shall be deemed to be taxes in arrears and shall be so entered on the tax roll by the Surveyor of Taxes.

11. WATER SYSTEM OWNERSHIP

- 11.1 All water pipes, connections, appurtenances of facilities required for water distribution in public highways, or within Bamfield Water System rights-of-way or property, shall be the property of the Regional District.

12. PENALTIES

- 12.1 Any person who shall install, place or maintain in any premises any water connection, fixture or fitting not in accordance with the requirements of this Bylaw shall be guilty of an infraction thereof.
- 12.2 The Bamfield Water Committee may, on written notice, turn off the supply of water to any persons in default of the requirements of this Bylaw. The person in default shall not be entitled to receive any further water from the Water System until such person has remedied the default. It shall be unlawful for any person whose water has been turned off, pursuant to this section, to turn such water on again or take any water from the Water System works until such time as the Bamfield Water Committee again turns on the water.
- 12.3 Every person who offends against any of the provisions of this Bylaw or suffers or permits any act or thing to be done in contravention of or violation of any of the provisions of this Bylaw, or neglects to do or refrains from doing anything required to be done under this Bylaw or who does any act or thing which violates any of the provisions of this Bylaw, shall be deemed to have committed an offence under this Bylaw and shall be liable on summary conviction to a fine and penalty of not less than \$25.00 nor more than \$500.00.

13. CITATION

13.1 This Bylaw may be cited for all purposes as the "Bamfield Water System Specified Area Rates and Regulations Bylaw No. F1089, 2010".

14. ENACTMENT

14.1 The Bamfield Water System Specified Area Rates and Regulations Bylaw No. 765, 1992 is hereby repealed.

14.2 This Bylaw comes into effect on July 1, 2010.

READ A FIRST TIME THIS **28th** DAY OF **April** , 2010.

READ A SECOND TIME THIS **26th** DAY OF **May** , 2010.

READ A THIRD TIME THIS **26TH** DAY OF **May** , 2010.

RECONSIDERED AND ADOPTED **26th** DAY OF **May** , 2010.



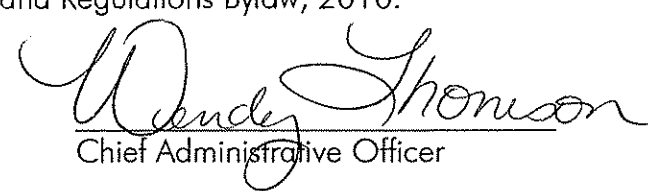
Chairperson



Chief Administrative Officer

I hereby certify the foregoing to be a true and correct copy of Bylaw No. F1089, Bamfield Water System Specified Area Rates and Regulations Bylaw, 2010.

Dated at Port Alberni, BC this
26th day of **May, 2010.**



Chief Administrative Officer

Schedule "A"

Regional District of Alberni-Clayoquot
Bamfield Water System
Application for Water Service and Agreement

Application Date:	
Applicant/Owner Name:	
Address:	
Legal Description of Land to be Serviced	

I/we submit the sum of \$ _____ for the installation of the above water service connection (size) _____. I/we covenant and agree to be bound by all the rules, regulations, bylaws, charges, terms and conditions set out and imposed by the Regional District of Alberni-Clayoquot, Bamfield Water System from time to time and further agree that the said Regional District of Alberni-Clayoquot, Bamfield Water System shall in no case be liable for shortage or failure of water supplies.

It is declared that this agreement shall be binding upon my heirs, and administrators, and that all charges payable in respect of the above premises shall constitute a charge against said premises, pursuant to the provisions in that behalf contained in the Local Government Act.

Dated this _____ day of _____, 20_____.

 Applicant/Owner

For Office Use Only:	
Reviewed by:	Date:
Approved:	Denied:
Connection Fee:	Paid:

Schedule "B"

Bamfield Water Rates and Charges

1. WATER METER RATES

- a. All metered accounts are subject to a minimum charge (not including meter rental) of \$28.00 per month. An additional charge of \$2.00 per cubic meter (m³) per month shall be calculated on usage that exceeds the following thresholds:

DATE	THRESHOLD
Effective July 2010	31.417 m ³
Effective October 2010	29.834 m ³
Effective January 2011	28.251 m ³
Effective April 2011	26.668 m ³
Effective July 2011	25.085 m ³
Effective October 2011	23.502 m ³
Effective January 2012	21.919 m ³
Effective April 2012	20.336 m ³
Effective July 2012	18.753 m ³
Effective October 2012	17.170 m ³
Effective January 2013	15.587 m ³
Effective April 2013	14.000 m ³

- b. If a meter fails to register or to properly indicate the flow of water, consumption will be estimated and billed based on the average previous consumption. This estimate will take into account seasonal variations and other factors, such as ownership changes, that may affect the consumption of water.
- c. All metered accounts are also subject to a monthly water meter rental charge as follows:

METER SIZE - Imperial	METER SIZE - Metric	RENTAL AMOUNT
Up to 1 inch	25mm	\$2.00 per month
1 ½ inch	38mm	4.00 per month
2 inch	50mm	6.00 per month
3 inch	75mm	10.00 per month
4 inch	100mm	20.00 per month
6 inch	150mm	30.00 per month
8 inch	200mm	40.00 per month
10 inch	250mm	50.00 per month

- d. The Bamfield Water System Contractor reads the meters once every quarter. If access is not provided to the meter during the regular quarterly readings, return visits to read meter are \$25.00 per call.

2. **CONNECTION CHARGES**

- a. Initial connection - \$450.00 basic charge plus the cost of fittings and parts as well as meter installed at property line.
- b. Re-connection - \$50.00 for each turn on of water service.



REQUEST FOR DECISION

To: Board of Directors

From: Personnel Committee/
Wendy Thomson, Manager of Administrative Services

Meeting Date: November 22, 2017

Subject: Personnel Committee – Terms of Reference

Recommendation:

THAT the Alberni-Clayoquot Regional District Board of Directors approve the Terms of Reference for the Personnel Committee as presented.

Desired Outcome:

To adopt a terms of reference for the ACRD Personnel Committee.

Background:

The ACRD Board of Directors has instructed staff to update and or develop terms of references for all Regional District committees. Regional District's may establish various committees to assist the Board in decision-making processes. There are three types of committees: standing, select and advisory.

Standing Committees are permanent bodies primarily made up of Directors that are established by the Chairperson to provide regular, ongoing advice to the Board on different areas of business, activities and services.

Select Committees are temporary, time-limited bodies that are established by the Board to provide advice on a particular issue or initiative that arises. Once the issue is dealt with, the select committee is dissolved.

Advisory Committees are made up primarily of community volunteers and assist with the delivery of regional district services, providing input on community interests related to a specific service.

The Personnel Committee met on November 8th to review and consider their terms of reference. Attached for consideration of approval by the ACRD Board of Directors is a new terms of reference for Personnel Committee.

Time Requirements – Staff & Elected Officials:


Some staff resources required to support the Committee. Elected officials time to attend Committee meetings.

Financial:

Any associated costs for this Committee comes out of General Government services.

Policy or Legislation:

Local Government Act allows Regional District's to appoint standing and select committees and delegate powers/duties to these committees. ACRD Procedures Bylaw applies to Committees.

Submitted by: 

Wendy Thomson, Manager of Administrative Services

Approved by: 

Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



Alberni-Clayoquot Regional District

Terms of Reference Personnel Committee

Effective Date:	
Review:	Annually
Revised:	
Type:	Standing Committee

Purpose

The purpose of the Personnel Committee is to review and make recommendations to the Board of Directors on personnel related policy development and certain personnel matters.

Mandate

The Personnel Committee will, consistent with the purpose described above, undertake the following:

- a. Review, comment and recommend approval of personnel and executive policies, excluding operational policies administered by the Chief Administrative Officer.
- b. Manage the Chief Administrative Officer selection when required.
- c. Manage the Chief Administrative Officer's employment agreement including negotiations.
- d. Oversee the collective agreement process, including review of initial positions, memorandums of settlement to the Board (this does not include participation in the process)
- e. Undertake a periodic appraisal to assess the performance of the CAO, and provide recommendations to the Board of Directors in that regard in writing.

Membership, Appointment and Term

The Chairperson of the ACRD Board of Directors shall appoint five (5) Directors to sit on the Personnel Committee in January of each year. The following will be considered when making the appointments:

- Representation from the Electoral Areas, First Nations Government and Municipalities
- Recognition of the importance of continuity of appointments to the Personnel Committee during the Board's four year term.

Chair

The Personnel Committee shall, at its first inaugural meeting annually, elect a Committee Chair from amongst its members.

Meeting Procedures

The ACRD Procedures Bylaw applies. The meetings of the Personnel Committee shall be held at the call of the Committee Chairperson.

Reporting to the Board

Recommendations of the Committee must be adopted by resolution prior to presentation to the Regional District Board.

Resources

The Chief Administrative Officer, Manager of Administrative Services and Manager of Finance shall be responsible for providing policy advice and recommendations, together with the necessary background information for the Committee's consideration. The Administration Department will provide secretarial and administrative support.



ALBERNI-CLAYOQUOT REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3

Telephone (250) 720-2700 Fax (250) 723-1327

MEMORANDUM

TO: ACRD Board of Directors

FROM: Charity Hallberg Dodds, Planning Assistant

DATE: November 16, 2017

RE: RC17007 – District Lot 479, Port Albion Road (Island Timberlands GP Ltd/BC Hydro)

Recommendation:

THAT Bylaw P1358, South Long Beach Official Community Plan Amendment Bylaw be adopted.

THAT Bylaw P1359, Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw be adopted.

Background:

Bylaws P1358 and P1359 were given second and third readings on November 8, 2017. All conditions for the OCP amendment and rezoning have now been met and planning staff recommends the bylaws be adopted.

Prepared by:

Charity Hallberg Dodds
Planning Assistant

Reviewed by:

Mike Irg, MCIP, RPP
Manager of Planning and Development

Approved by:

for: Douglas Holmes, BBA, CPA, CA
Chief Administrative Officer

RC17007

REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT

BYLAW NO. P1358

**A BYLAW TO AMEND BYLAW NO. P1166
SOUTH LONG BEACH OFFICIAL COMMUNITY PLAN**

WHEREAS by Section 478(2) of the *Local Government Act*, all bylaws enacted by the Regional Board must be consistent with an existing official community plan;

AND WHEREAS the Regional Board may amend an existing official community plan;

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

1. TITLE
This bylaw may be cited as the South Long Beach Official Community Plan Amendment Bylaw No. P1358.
2. Schedule B, the plan map, is hereby amended by redesignating PART OF LOT 479, CLAYOQUOT DISTRICT, EXCEPT PARTS IN PLANS 7027 AND 3497 RW from "Resource - Private Forestry" to "Community Service" as shown on Schedule 'A' which is attached to and forms part of this bylaw.
3. This bylaw shall come into force and take effect upon the adoption thereof.

Read a first time this 26th day of July, 2017
Public Hearing held this 24th day of October, 2017
Read a second time this 8th day of November, 2017
Read a third time this 8th day of November, 2017

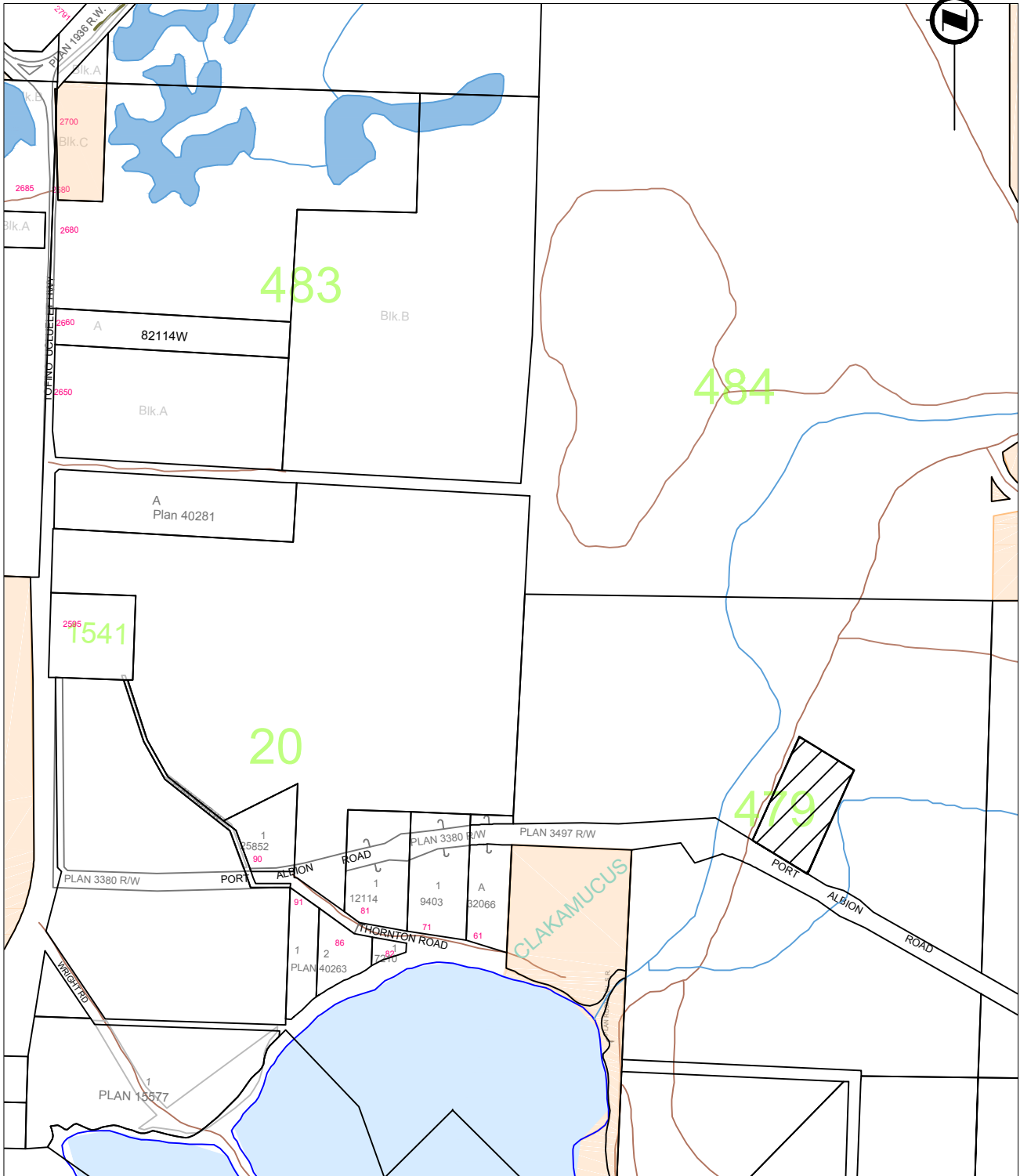
Adopted this day of , 2017

Douglas Holmes, BBA, CPA, CA
Chief Administrative Officer

Chair of the Regional Board

Schedule 'A'

This schedule is attached to and forms part of Bylaw P1358



Legal Description: Part of DISTRICT LOT 479, CLAYOQUOT DISTRICT EXCEPT PARTS IN PLANS 7027 AND 3497 RW



To be redesignated from Resource - Private Forestry to Community Service



ALBERNI-CLAYOQUOT
REGIONAL DISTRICT



REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT

BYLAW NO. P1359

OFFICIAL ZONING ATLAS AMENDMENT NO. 698

A bylaw of the Regional District of Alberni-Clayoquot to amend Bylaw No. 15, being the “Regional District of Alberni-Clayoquot Zoning By-law No. 15, 1971”.

WHEREAS the *Local Government Act* authorizes the Regional Board to amend a zoning bylaw after a public hearing and upon the affirmative vote of the directors in accordance with Sections 464, 465, 470, and 479 of the *Local Government Act*;

AND WHEREAS an application has been made to rezone a property;

AND WHEREAS the Board of Directors of the Regional District of Alberni-Clayoquot, in open meeting assembled, enacts the following amendment to the Official Zoning Atlas of the Regional District of Alberni-Clayoquot Zoning By-law No. 15, 1971:

1. TITLE
This bylaw may be cited as the Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw No. P1359.
2. Bylaw No. 15 of the Regional District of Alberni-Clayoquot is hereby amended by rezoning Part of LOT 479, CLAYOQUOT DISTRICT, EXCEPT PARTS IN PLANS 7027 AND 3497 RW from Forest Reserve (A4) District to Park and Public Use (P2) District as shown on Schedule ‘A’ which is attached to and forms part of this bylaw.
3. This bylaw shall come into force and take effect upon the adoption thereof.

Read a first time this 26th day of July, 2017
Public Hearing held this 24th day of October, 2017
Read a second time this 8th day of November, 2017
Read a third time this 8th day of November, 2017

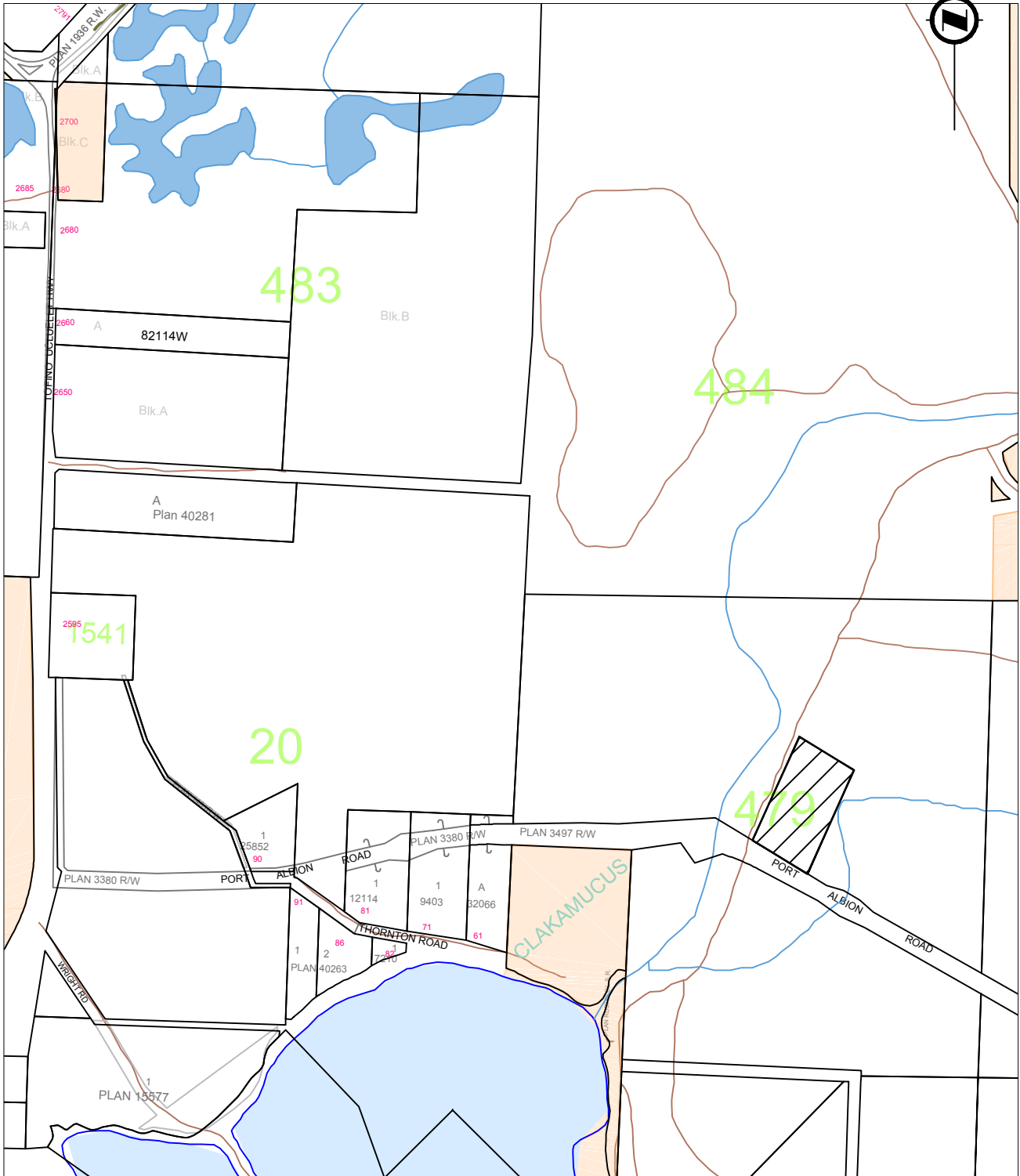
Adopted this day of , 2017

Douglas Holmes, BBA, CPA, CA
Chief Administrative Officer

Chair of the Regional Board

Schedule 'A'

This schedule is attached to and forms part of Bylaw P1359



Legal Description: Part of DISTRICT LOT 479, CLAYOQUOT DISTRICT EXCEPT PARTS IN PLANS 7027 AND 3497 R/W



To be rezoned from Forest Reserve (A4) District to Park and Public Use (P2) District.



ALBERNI-CLAYOQUOT
REGIONAL DISTRICT





ALBERNI-CLAYOQUOT REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3

Telephone (250) 720-2700 Fax (250) 723-1327

MEMORANDUM


TO: ACRD Board of Directors
FROM: Charity Hallberg Dodds, Planning Assistant
DATE: November 16, 2017
RE: RT17008 – Salmon Beach


Recommendation:

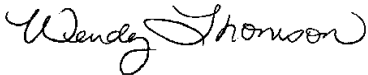
THAT Bylaw P1360, Regional District of Alberni-Clayoquot Zoning Text Amendment Bylaw be adopted.

Background:

Bylaw P1360 was given second and third readings on November 8, 2017. All conditions for the text amendment have now been met and planning staff recommends the bylaw be adopted.

Prepared by: 
Charity Hallberg Dodds
Planning Assistant

Reviewed by: 
Mike Irg, MCIP, RPP
Manager of Planning and Development

Approved by: 
for: Douglas Holmes, BBA, CPA, CA
Chief Administrative Officer

RT17008

REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT

BY-LAW NO. P1360

OFFICIAL ZONING TEXT AMENDMENT

A by-law of the Regional District of Alberni-Clayoquot to amend By-Law No. 15, being the "Regional District of Alberni-Clayoquot Zoning By-Law No. 15, 1971".

WHEREAS the Local Government Act authorizes the Regional Board to amend a zoning by-law upon the affirmative vote of the directors in accordance with Sections 464, 465, 470 and 479 of the Local Government Act;

AND WHEREAS the Board of Directors of the Regional District of Alberni-Clayoquot in open meeting assembled, enacts the following amendment to the text of the Regional District of Alberni-Clayoquot Zoning By-Law No. 15, 1971 :

1. TITLE

This by-law may be cited as the Regional District of Alberni-Clayoquot Zoning Text Amendment By-Law No. P1360.

2. Bylaw No. 15 section 143 of the Regional District of Alberni-Clayoquot is hereby amended by:

Replacing MARINE RECREATION (MR) DISTRICT with SALMON BEACH (SB) DISTRICT

3. This by-law shall come into force and take effect upon the adoption thereof.

Read a first time this 13TH day of September, 2017
Public hearing held this 24th day of October, 2017
Read a second time this 8th day of November, 2017
Read a third time this 8th day of November, 2017

Adopted this day of , 2017

Douglas Holmes, BBA, CPA, CA
Chief Administrative Officer

Chair of the Regional Board

RT17008



ALBERNI-CLAYOQUOT REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3

Telephone (250) 720-2700 Fax (250) 723-1327

MEMORANDUM

TO: ACRD Board of Directors

FROM: Amy Anaka, Junior Planner

DATE: November 15, 2017

RE: Short Term Vacation Rentals Consultation Summary and Recommendations Report

Recommendations:

1. THAT the Board of Directors receive the Short Term Vacation Rentals Consultation Summary and Recommendations Report;
2. THAT the Board of Directors direct staff to:
 - Prepare a policy document for consideration by the Board requiring that Short Term Rental (STR) applications are first considered by Temporary Use Permit;
 - Draft an amendment to the Development Procedures Bylaw to increase the application fee for a STR Temporary Use Permit from \$300 to \$600; and
 - Include a potential increase to bylaw enforcement resources to the 2018 budget discussions.

Background

Nightly, weekend, and weekly short term vacation rental (STR) accommodations on residential properties are increasing within the Alberni-Clayoquot Regional District (ACRD). These rentals are primarily concentrated within the Sproat Lake, Bamfield and Long Beach Electoral Areas, and mainly located on properties not zoned for rental accommodation. Regional District staff are increasingly receiving more complaints regarding STR of properties inconsistent with residential zoning for single family dwellings.

In response, the Short Term Vacation Rentals Consultation Summary and Recommendations Report (Attachment A) gives the ACRD Board the opportunity to discuss methods for managing STRs, and is provided:

- upon direction from the Electoral Area Directors in September 2016 directing staff to investigate options for dealing with STRs;
- to address various complaints received regarding STRs; and
- upon direction from the ACRD Board of Directors at the October 11, 2017 meeting instructing staff to submit a report to the Board with options for addressing STRs.

Public Consultation

In September and October 2017, the ACRD undertook a series of public consultation initiatives to explore stakeholder input and insights on the local issues related to STRs, learn from other communities' experiences, and determine how to move forward in managing these types of rentals in the ACRD.

Public consultation initiatives included a series of open houses, display boards at the ACRD office, and an online comment form to gain input on the following policy options for STRs:

- Permit STRs by rezoning the property
- Permit STRs with a Temporary Use Permit (TUP)
- Continue to not permit STRs and enhance enforcement

During the public consultation period, the ACRD had approximately 250 interactions through in person conversations, online comment forms and paper comment sheets, emails and phone calls. These interactions enabled ACRD staff to hear resident and property owner input on STRs. The feedback received is summarized into five categories: Benefits of STRs; Challenges of STRs; Enforcement; Policy/Regulation; Education/Research; and Recommendations.

Open houses were held in Sproat Lake, Bamfield and Long Beach, with approximately 130 people in attendance, and 45 paper comment sheets were received. An additional 75 online comment forms were also received. Responses from the open houses and online comment forms included 91 respondents (64%) indicating they prefer the ACRD permit STRs with a TUP, followed by 36 (25%) prefer the ACRD continue to not permit STRs and enhance enforcement, and 15 (11%) prefer permitting STRs by rezoning the property.

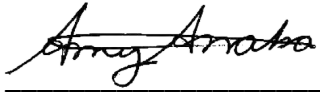
Recommendations

The ACRD recognizes that STRs provide economic opportunities but also needs to address the public health and safety concerns they may pose. STRs must also be an appropriate fit and not negatively impact the surrounding residential neighbourhood. Taking into consideration the public consultation as outlined in the summary and recommendations report, ACRD staff have the following recommendations:


- **Prepare a policy document for consideration by the Board requiring that Short Term Rental applications are first considered by Temporary Use Permit** – this option provides the opportunity for the ACRD to set conditions of use that cannot be included in a Zoning Bylaw, and permits the use on a temporary basis to allow the ACRD to monitor impacts;
- **Draft an amendment to the Development Procedures Bylaw to increase the application fee for a STR Temporary Use Permit from \$300 to \$600** – this will assist with the administrative cost of managing development applications to allow STRs by TUP; and
- **Include a potential increase to bylaw enforcement resources to the 2018 budget discussions** – this will assist with the likely increase to bylaw enforcement costs relating to STRs, including monitoring and managing of approved STRs as well as investigating complaints of STRs operating without ACRD approval.

Next Steps


If the Board decides the policy document requiring the TUP option is the preferred method for dealing with STRs, the policy could be drafted by staff and adopted by the Board at one meeting. Prior to adopting the policy, the Board would have the option to seek input by referral to the area Advisory Planning Commissions, referral to affected agencies and/or holding a public meeting.

Prepared by: 

Amy Anaka, MCIP, RPP
Junior Planner

Reviewed by: 

Mike Irg, MCIP, RPP
Manager of Planning and Development

Approved by: 

Douglas Holmes, BBA, CPA, CA
Chief Administrative Officer

Short Term Vacation Rentals Consultation Summary & Recommendations

November 2017



ALBERNI-CLAYOQUOT
REGIONAL DISTRICT

Contents

Executive Summary.....	3
1 Project Scope.....	5
2 Public Consultation.....	6
WHO & HOW.....	6
WHAT WE HEARD.....	8
3 Options for Managing STRs.....	12
OTHER REGIONAL DISTRICT & LOCAL GOVERNMENT EXAMPLES.....	12
ACRD POLICY OPTIONS.....	13
COST.....	14
4 Recommendations & Next Steps.....	15
SUMMARY.....	15
RECOMMENDATIONS.....	15
NEXT STEPS.....	15
Appendices.....	16
A: OPEN HOUSE DISPLAY BOARDS	
B: APPLICATION/LICENCE FEES	

Executive Summary

Background

Nightly, weekend, and weekly short term vacation rental (STR) accommodations on residential properties are increasing within the Alberni-Clayoquot Regional District (ACRD). These rentals are primarily concentrated within the Sproat Lake, Bamfield and Long Beach Electoral Areas, and mainly located on properties not zoned for rental accommodation. Regional District staff are increasingly receiving more complaints regarding STR of properties inconsistent with residential zoning for single family dwellings.

In response, this report gives the ACRD Board the opportunity to discuss methods for managing STRs, and is provided:

- upon direction from the Electoral Area Directors in September 2016 directing staff to investigate options for dealing with STRs;
- to address various complaints received regarding STRs; and
- upon direction from the ACRD Board of Directors at the October 11, 2017 meeting instructing staff to submit a report to the Board with options for addressing STRs.

Public Consultation

In September and October 2017, the ACRD undertook a series of public consultation initiatives to explore stakeholder input and insights on the local issues related to STRs, learn from other communities' experiences, and determine how to move forward in managing these types of rentals in the ACRD.

Public consultation initiatives included a series of open houses, display boards at the ACRD office, and an online comment form to gain input on the following policy options for STRs:

- Permit STRs by rezoning the property
- Permit STRs with a Temporary Use Permit (TUP)
- Continue to not permit STRs and enhance enforcement

During the public consultation period, the ACRD had approximately 250 interactions through in person conversations, online comment forms and paper comment sheets, emails and phone calls. These interactions enabled ACRD staff to hear resident and property owner input on STRs. The feedback received is summarized into five categories: Benefits of STRs; Challenges of STRs; Enforcement; Policy/Regulation; Education/Research; and Recommendations.

Open houses were held in Sproat Lake, Bamfield and Long Beach, with approximately 130 people in attendance, and 45 paper comment sheets were received. An additional 75 online comment forms were also received. Responses from the open houses and online comment forms included 91 respondents (64%) indicating they prefer the ACRD permit STRs with a TUP, followed by 36 (25%) prefer the ACRD continue to not permit STRs and enhance enforcement, and 15 (11%) prefer permitting STRs by rezoning the property

Recommendations

The ACRD recognizes that STRs provide economic opportunities but also needs to address the public health and safety concerns they may pose. STRs must also be an appropriate fit and not negatively

impact the surrounding residential neighbourhood. Taking into consideration the public consultation as outlined in this report, ACRD staff have the following recommendations:

- **Prepare a policy document for consideration by the Board requiring that Short Term Rental applications are first considered by Temporary Use Permit** – this option provides the opportunity for the ACRD to set conditions of use that cannot be included in a Zoning Bylaw, and permits the use on a temporary basis to allow the ACRD to monitor impacts;
- **Draft an amendment to the Development Procedures Bylaw to increase the application fee for a STR Temporary Use Permit from \$300 to \$600** – this will assist with the administrative cost of managing development applications to allow STRs by TUP; and
- **Include a potential increase to bylaw enforcement resources to the 2018 budget discussions** – this will assist with the likely increase to bylaw enforcement costs relating to STRs, including monitoring and managing of approved STRs as well as investigating complaints of STRs operating without ACRD approval.

Next Steps

If the Board decides the policy document requiring the TUP option is the preferred method for dealing with STRs, the policy could be drafted by staff and adopted by the Board at one meeting. Prior to adopting the policy, the Board would have the option to seek input by referral to the area Advisory Planning Commissions, referral to affected agencies and/or holding a public meeting.

1 | Project Scope

What is happening?

Nightly, weekend, and weekly short term vacation rental (STR) accommodations on residential properties are increasing. Within the Alberni-Clayoquot Regional District (ACRD) STRs are primarily concentrated within the Sproat Lake, Bamfield and Long Beach Electoral Areas, and mainly located on properties not zoned for rental accommodation.

What is the issue?

Regional District staff are increasingly receiving more complaints regarding STR of properties inconsistent with residential zoning for single family dwellings. Complaints include the properties being overcrowded, noisy, issues with vehicle and boat parking, public intoxication, traffic and inadequately designed sewage disposal systems.

Most vacation rentals currently do not comply within regulations set out in the Zoning Bylaw. Many properties on Sproat Lake, and in Bamfield and Long Beach, are zoned Acreage Residential (RA1 & RA2) District or similar rural residential zoning districts. These zones permit uses such as a single family dwelling and an accessory dwelling unit (secondary suite, carriage home, cabin, cottage, garden suite, etc.), provided the lot is 1 acre or greater. An accessory dwelling unit is intended to be occupied as a permanent home, and not on a temporary/short term (less than a month) basis. These zones also allow B&Bs where bedrooms within the home are rented to not more than four people at a time, and are not intended to be rented as a separate unit.

What can be done?

A number of local governments across BC have adopted strategies and land use policies to manage STRs, which are outlined in Section 3. Many municipalities regulate STRs through business licencing, where if a property isn't zoned to allow an STR, a business licence isn't issued and enforcement action may proceed. Regional Districts do not have the ability to issue business licences under Provincial legislation. This limits the STR regulation to land use and regulatory bylaws, and a complaint process for bylaw enforcement.

Progress to date

In September 2016, ACRD staff presented a memo to Electoral Area (EA) Directors providing an update on STRs. It was recommended that the EA Director's Committee direct staff to conduct public input sessions to garner community input into options for dealing with STRs.

This report is provided:

- upon direction from the EA Directors in September 2016 directing staff to investigate options for dealing with STRs;
- to address various complaints received regarding STRs; and
- upon direction from the ACRD Board of Directors at the October 11, 2017 meeting instructing staff to submit a report to the Board with options for addressing STRs.

The intent of the report is to provide an opportunity for the ACRD Board to discuss methods for managing STRs.

2 | Public Consultation

WHO & HOW

In September and October 2017, the ACRD undertook a series of public consultation initiatives to explore stakeholder input and insights on the local issues related to STRs, learn from other communities' experiences, and determine how to move forward in managing these types of rentals in the ACRD.

Public consultation initiatives included a series of open houses, display boards at the ACRD office, and an online comment form to gain input on policy options for STRs. Through these initiatives the ACRD received valuable feedback from residents and property owners living in the ACRD, and other areas across Canada and the United States.

During the public consultation period, the ACRD had approximately 250 interactions through in person conversations, online comments forms and paper comment sheets, emails and phone calls. These interactions enabled ACRD staff to hear resident and property owner input on STRs, which has been incorporated and summarized into this report.

Throughout the public consultation process, participants at the open houses were asked to review the display boards, then tell which option for managing STRs they prefer by placing a sticky dot in one of the boxes. Online comment form respondents were also asked to choose which option they prefer. Details on each of the policy options are outlined in Section 3, and include the following:

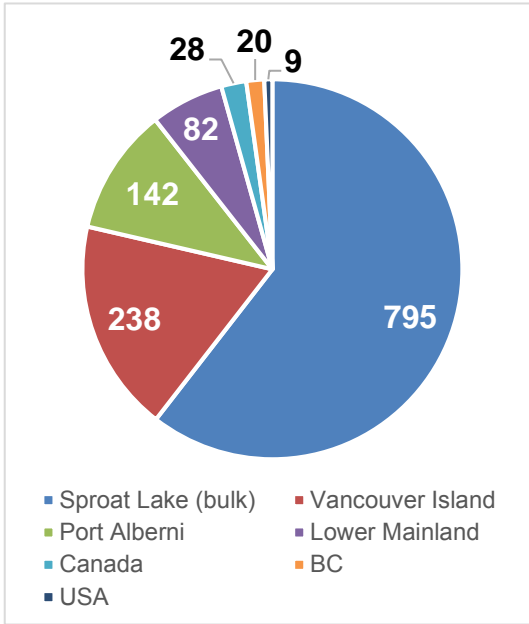
- Permit STRs by rezoning the property
- Permit STRs with a Temporary Use Permit (TUP)
- Continue to not permit STRs and enhance enforcement

Advertising

To ensure residents and property owners in the ACRD were given the opportunity to provide input on STRs, the ACRD advertised for the open houses and online comment form through:

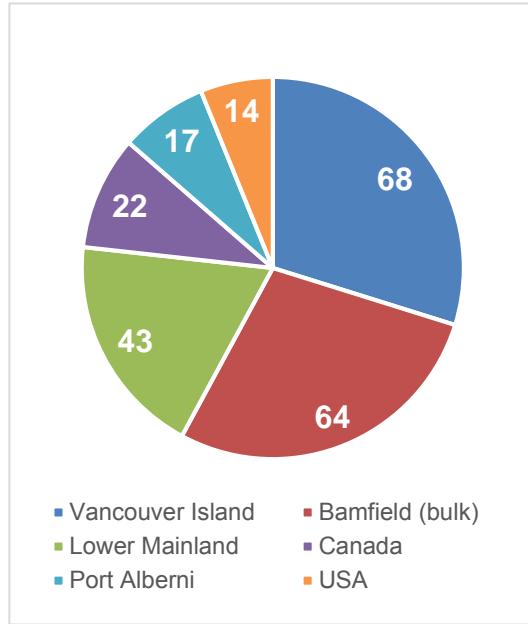
- A direct and bulk mail out to Sproat Lake and Bamfield property owners and residents
- The ACRD website (home page and created a new STR web page): www.acrd.bc.ca/str
- Alberni Valley News: September 27, 2017 and October 4, 2017 issues
- Tofino-Ucluelet Westerly News: October 18, 2017 issue
- Twitter
- Facebook
- Sandwich board signs at Sproat Lake, and in Bamfield and Long Beach

Sproat Lake direct mail to property owners and bulk mail to residences.



519 flyers were directly mailed to non-resident property owners, 795 flyers were bulk delivered to residences, for a total of 1,314 flyers distributed.

Bamfield direct mail to property owners and bulk mail to residences.



164 flyers were directly mailed to non-resident property owners, 64 flyers were bulk delivered to residences, for a total of 228 flyers distributed.

Open houses

The ACRD hosted three open houses in October 2017:

1. Sproat Lake | October 5, 2017 from 5:30 to 8:30pm, Sproat Lake Community Hall
2. Bamfield | October 12, 2017 from 5:30 to 8:30pm, Bamfield Community School
3. Long Beach | October 26, 2017 from 5:00 to 7:00pm, Ucluelet Community Centre

The open houses were well attended with a total of approximately 130 people in attendance:

- 74 people signing in at the Sproat Lake open house, and approximately 85 in attendance.
- 18 people signing in at the Bamfield open house, and approximately 25 in attendance.
- 11 people signing in at the Long Beach open house, and approximately 20 in attendance.



Online information & comment form

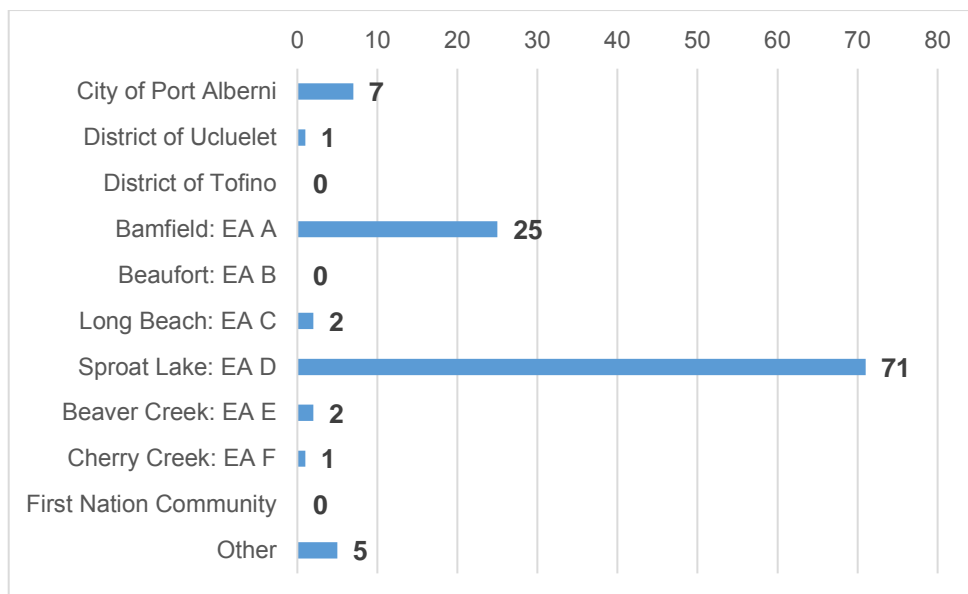
Information on STRs was added to the ACRD website on September 20, 2017. This included creating a new web page on STRs with an online comment form. The comment form was available for anyone to give input from September 20 to October 31, 2017.

Who provided input?

- 31 comment sheets were completed at the Sproat Lake open house.
- 11 comment sheets were completed at the Bamfield open house.
- 3 comment sheets were completed at the Long Beach open house.
- 75 online comment forms were received, asking respondents to choose which policy option they prefer.

Where do respondents live?

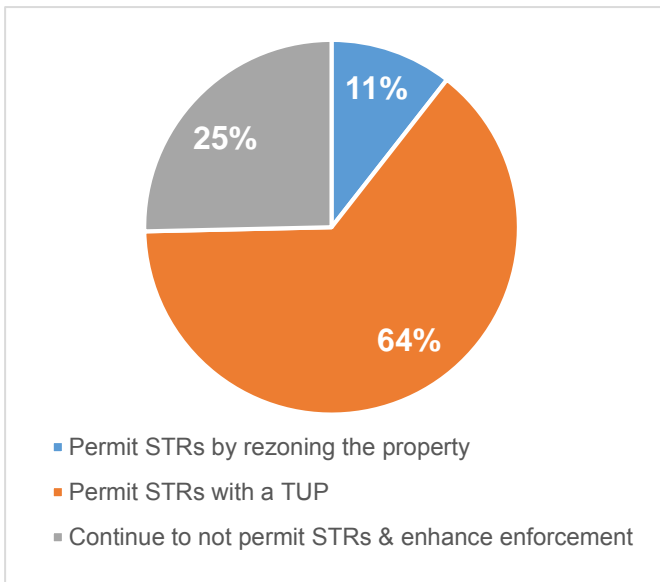
114 people indicated where they live on the online comment forms and open house comment sheets.



WHAT WE HEARD

The following chart summarizes the responses from the open houses and online comment forms. Respondents included 142 people answering within the three options, while four people suggested that a balanced approach combining rezoning and TUP is preferred.

91 respondents (64%) indicated they prefer the ACRD permit STRs with a Temporary Use Permit (TUP), followed by 36 (25%) prefer the ACRD continue to not permit STRs and enhance enforcement, and 15 (11%) prefer permitting STRs by rezoning the property.



The approximately 250 interactions the ACRD had with stakeholders through in person conversations, online comment forms and paper comment sheets, emails and phone calls are summarized below into five categories.

Benefits of STRs	
Provide accommodations	During high season in particular.
Diversification of accommodation type	Some respondents indicated STRs provide accommodation for families, and amenities not serviced by hotels/motels, etc.
Help supplement income	Many respondents identified as an important source of income.
Bring tourism and provide economic benefits	Many respondents identified as an important part of bringing tourism and contributing to the tax base in the ACRD, including critical economic benefits for the surrounding areas. Some respondents indicated that low key and low impact STRs are an asset.

Challenges of STRs	
Detract from quality of life and/or impact neighbours	Many respondents identified as a main concern on Sproat Lake, and some stressed that they often require extra police to handle complaints.
Potentially impact property values	
Absentee owners lead to problems	
Contribute to boating problems and traffic	Many respondents identified as a main concern on Sproat Lake, and suggested increased police presence on the lake for boaters.
Contribute to loud noise	Many respondents identified loud cars, music, boats, parties, etc. at Sproat Lake as a main concern. Dogs were also mentioned as a concern.
Contribute to problems with drinking water, sewage, and septic	
Contribute to parking problems	
Contribute to overcrowding	Some respondents indicated that houses are often full and there are also RVs on the property.

Reduce year round housing available for residents	Respondents mentioned this as a concern in Bamfield.
--	--

Enforcement	
Increased enforcement needed	Many respondents indicated that the ACRD doesn't have available resources to handle STRs, and whichever option is chosen will require increased enforcement.
Strengthen/enforce existing Zoning Bylaw	Many respondents indicated the ACRD should focus on strengthening and/or enforcing the existing Zoning Bylaw to not permit STRs. Also confirmed that the ACRD is limited in ability to control behaviours, and if no funds are available to enforce existing there's no point in making new regulation.
Find appropriate and effective enforcement approach	
Enforcement will be difficult if permitted	Some respondents expressed concerns with cost, taxes and staffing.

Policy/Regulation	
Need to control actions of property owners	Respondents suggested as a main concern.
B&B regulation	Some respondents suggested keeping B&B regulation separate, while others questioned why B&Bs are allowed and not STRs, as guest is a guest and B&Bs contribute to more traffic.
Don't limit number of applicants or approvals	Some respondents indicated the market will take care of itself.
Have a sales tax on vacation rentals and/or different property tax classification	Some respondents suggested having a sales tax, possibly going towards regional tourism. Some respondents indicated that non-conforming properties should be taxed equal to commercial properties, while others suggested residential properties shouldn't be taxed like commercial as they can't do as much business.
Don't do anything	Respondents suggested if there aren't any complaints, leave as is.
Preference for monthly rentals	
Allow as a secondary use of a residential property	
Aren't appropriate in residential areas	Some residents indicated they aren't appropriate at Sproat Lake in particular. Others indicated not to commercialize residential neighbourhoods.
Issue should be addressed differently for each area, without a blanket approach for the entire ACRD	
Rezoning option:	
<ul style="list-style-type: none"> Permanent rezoning will fix issue and simplify process 	

<ul style="list-style-type: none"> • Spot rezoning could lead to rise in property values and increased income • Too costly, time consuming, and permanent • Change zoning to allow trailers/smaller houses on property 	<p>Some respondents suggested rezoning all of a specific area such as Sproat Lake.</p>
<p>TUP option:</p> <ul style="list-style-type: none"> • May result in new buildings or expansion without permits • Seems to be simplest, cheapest and/or most flexible • Should be good for as long as possible, renewable one year in advance • Charge a yearly fee, which could be directed back into community to help pay for services, etc. <p>Permit with certain conditions:</p> <ul style="list-style-type: none"> • Based on property size • One rental per property • Maximum number of people per room, suite and house • Owner or caretaker on-site • Minimum one week rentals • Adequate on-site parking • Adequate on-site sewage • Assessment of water supply/drinking water source • Clear noise rules and quiet times • Three types of licences: annual, summer, commercial • 24/7 contact information available • Copies of information posted for guests (noise bylaw, pets, boater safety and regulation including signage at launching areas, etc.) • Rescind/terminate TUP if not adhering and ability for fines • Yearly inspection 	<p>Many respondents indicated preference for the owner or a caretaker to be required to live on-site. Some suggested allowing out buildings or trailers for their accommodation.</p>

Education/Research	
Increased education needed for property owners	
ACRD staff should continue to investigate other areas	

3 | Options for Managing STRs

A number of local governments across BC have adopted strategies and land use policies to manage STRs. Many municipalities regulate STRs through business licencing, where if a property isn't zoned to allow an STR, a business licence isn't issued and enforcement action may proceed. Regional Districts do not have the ability to issue business licences under Provincial legislation. This limits the STR regulation to land use and regulatory bylaws, and a complaint process for bylaw enforcement.

OTHER REGIONAL DISTRICT & LOCAL GOVERNMENT EXAMPLES

ACRD staff looked into how other regional districts and local governments manage STRs. Detailed descriptions of the approaches can be found in Appendix A, and a summary is provided below.

Columbia Shuswap Regional District: [Rezone or TUP](#)

- If a property owner wants to operate an STR, they can apply for a TUP or rezone to vacation rental.
- Created a vacation rental zone defining vacation rental use as the use of a residential dwelling unit for temporary accommodation (less than four consecutive weeks) on a commercial basis.
- Created guiding principles for vacation rentals, which may be used as conditions of a TUP.



Islands Trust – Hornby Island: [Permitted in summer months without rezoning or TUP](#)

- From May to September, vacation home rentals are allowed through zoning regulations on any residential or agricultural lot to help address the summer demand. Limitations and requirements include: one rental per property, one rental per seven day period, maximum number of beds per bedrooms, signs with contact information, letter confirming sewage capability.
- Year round vacation rentals permitted on lots where the owner or a tenant resides in one dwelling while second legal dwelling is rented. Summer regulations apply.
- Commercial level vacation home rentals are permitted with a TUP.

Regional District of Okanagan-Similkameen: [TUP](#)

- TUP identified as the preferred option after consultation as it provides opportunity for community input, conditions of use, and regular review of an operation to ensure it's not causing conflict with adjacent residential uses.
- Community consultation before permit is issued: notification signs, and possible public information meeting.
- TUP policy applies for new vacation rentals for a term no greater than 18 months (one rental season).
- If inappropriate or incompatible with neighbourhood, permit may be allowed to lapse early.



Islands Trust – Gabriola Island: [TUP](#)

- TUP identified as the preferred option after consultation, with conditions such as assessment of water supply and on-site sewage disposal, occupancy permit, copies of information posted (noise bylaws, water conservation, fire safety, garbage, control of pets).

- Owner contact information posted and they must reside on Gabriola Island and be available 24/7 to respond to concerns.

District of Tofino: Zoning and business licence regulation

- Regulations were established in 2005 to allow in certain residential zones, with a valid business licence, where there is a primary resident, only one STR or B&B per property, and with conditions.
- Launched a plan to proactively educate and enforce regulations in 2016, which included amending business licence fees to meet enforcement costs.

City of Nelson: Business licence regulation

- Permitted in residential and commercial zones with a short term or tourist accommodation business licence, renewed annually.
- After consultation, three types of STRs permitted: annual, summer (May to August), 31-day, with the following conditions:
 - Cap of 110 annual and 40 summer licences, no cap on 31-day (only one per property per year).
 - Maximum of three licences in total per block (combined annual and summer) – doesn't include 31-day.
 - All require a primary resident, except summer.
 - One property can have one annual, and one summer or 31-day.
 - Manager of Development Services can approve or not approve summer licences.
 - All licences require a \$500 deposit, and building and fire inspection every three years.
 - Maximum two adults per room, four per suite, and six per guest house.
 - Contact person must respond within 15 minutes and live within 30 km of property.
 - Need to apply by December 15 each year to ensure spot is maintained in queue for the next year. After December 15, subject to caps.
- Consolidated STRs with B&Bs.

ACRD POLICY OPTIONS

The ACRD is limited in its ability to control behaviours, but has regulations pertaining to land use and noise. The ACRD has two options for regulating STRs within land use regulations, and a third option is continuing to not permit these types of rentals and enhance enforcement.

1. Permit STRs by rezoning the property

- The ACRD can require a property owner to apply for rezoning to a zoning district that would permit the operation of a STR on a permanent basis or under certain parameters, such as Cottage Residential (RC) District.
- Rezoning runs with the land until such a time that another zoning amendment is adopted by the Regional Board.

2. Permit STRs with a Temporary Use Permit (TUP)

- The property owner can apply for a TUP to allow for the operation of a STR on a temporary basis.
- The ACRD may issue a TUP, by resolution, in areas that are designated in an Official Community Plan (ie. Sproat Lake, Bamfield, and Long Beach).
- A TUP may allow for a use that's not permitted in the Zoning Bylaw and specify conditions for which the use may be carried. The ACRD may include conditions to a TUP which can't be included in a rezoning.

- Conditions on the temporary use could include: occupancy load, length of stay and seasonal limits, sewage disposal confirmation, caretaker availability, parking, signage, etc.
- A TUP can be issued for up to three years, and renewed once for another three years. After which the property owner could apply to rezone to allow the use on a permanent basis.
- Prior to issuance of the TUP, there would be a public notification process.

3. Continue to not permit STRs and enhance enforcement

- The ACRD currently deals with enforcement of non-conforming uses in the Zoning Bylaw under a complaint basis.
- If a complaint is received, a letter is sent to the property owner and the Bylaw Enforcement Officer works with them to resolve the issue.
- In circumstances where the Bylaw Enforcement Officer can't resolve the issue, the ACRD Board has the option to proceed with legal action.

Options for strengthening enforcement action include:

- Implementing a ticketing bylaw which would allow the Bylaw Enforcement Officer to issue fines for non-compliance
- Increased seasonal bylaw enforcement presence at Sproat Lake, and in Bamfield and Long Beach
- Increased legal action in persistent situations

COST

The administrative cost of managing development applications to allow STRs by either TUP or zoning amendment may dictate an increase to the application fee. The current application fee for a temporary commercial or industrial use permit is \$300. Appendix B includes information on what the ACRD and other regional districts/local governments charge for TUPs, rezoning amendments and/or business licences. Planning staff are recommending that the application fee be increased to a fee in the range of \$600 to \$1,000.

There will also likely be an increase to bylaw enforcement costs relating to STRs. This will include increased monitoring and management of approved STRs as well as investigating complaints of STRs operating without ACRD approval. The increase in costs may be partially offset by implementation of a ticketing bylaw for approved STRs operating outside their approved parameters and for STRs operating without approval. A ticketing bylaw would also provide an additional resource to seek compliance with the ACRD's requirements for STRs. Planning staff is recommending that the consideration of additional bylaw enforcement costs be included in the 2018 budget discussions.

4 | Recommendations & Next Steps

SUMMARY

The ACRD recognizes that STRs provide economic opportunities but also needs to address the public health and safety concerns they may pose. STRs must also be an appropriate fit and not negatively impact the surrounding residential neighbourhood. The Temporary Use Permit (TUP) option provides the opportunity for the ACRD to set conditions of use that cannot be included in a Zoning Bylaw. This may include caretaker availability, sewage confirmation based on occupancy, minimum/maximum number of nights, and area specific requirements.

The TUP also provides the opportunity to permit the use on a temporary basis to allow the ACRD to monitor the impacts on the neighbourhood and surrounding community. If the property owner is contravening a condition of use within the TUP there may be a revocation clause. There may be a need for increased resourcing of bylaw enforcement to manage STRs, which may include a ticketing bylaw.

RECOMMENDATIONS

Taking into consideration the public consultation as outlined in this report, ACRD staff have the following recommendations:

- Prepare a policy document for consideration by the Board requiring that Short Term Rental applications are first considered by Temporary Use Permit;
- Draft an amendment to the Development Procedures Bylaw to increase the application fee for a STR Temporary Use Permit from \$300 to \$600; and
- Include a potential increase to bylaw enforcement resources to the 2018 budget discussions.

Additional recommendations to consider include:

- Refer draft policy document to the Advisory Planning Commissions in each area for their consideration;
- Hold a public meeting to discuss draft policy document prior to consideration by the Board;
- Add a clear definition of short term vacation rentals to the Zoning Bylaw – this will be added to the updated Zoning Bylaw which is currently underway;
- More clearly articulate the permitted uses in each zone in the Zoning Bylaw to ensure use cannot be misconstrued with allowing short term vacation rentals – this will be added to the updated Zoning Bylaw which is currently underway; and
- Have an education or social marketing campaign once the new rules are in place to ensure all residents and property owners are aware of what is or is not permitted.

NEXT STEPS

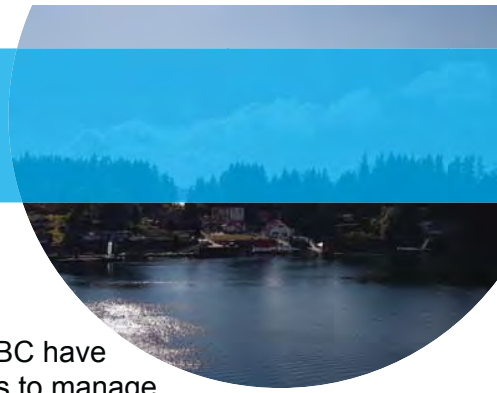
If the Board decides the policy document requiring the TUP option is the preferred method for dealing with STRs, the policy could be drafted by staff and adopted by the Board at one meeting. Prior to adopting the policy, the Board would have the option to seek input by referral to the area Advisory Planning Commissions, referral to affected agencies and/or holding a public meeting.

Appendices

APPENDIX A: OPEN HOUSE DISPLAY BOARDS

APPENDIX B: APPLICATION/LICENCE FEES

SHORT TERM VACATION RENTALS



What is happening?

Nightly, weekend, and weekly short term vacation rental (STR) accommodations on residential properties are increasing.

Within the Alberni-Clayoquot Regional District (ACRD) STRs are primarily concentrated within Sproat Lake, Bamfield and Long Beach (Electoral Area C), and mainly located on properties not zoned for rental accommodation.

What is the issue?

Regional District staff are increasingly receiving more complaints regarding STR of properties inconsistent with zoning for single family dwellings.

Complaints include the properties being overcrowded, noisy, issues with vehicle and boat parking, public intoxication, traffic and inadequately designed sewage disposal systems.

Most vacation rentals currently do not comply within regulations set out in the Zoning Bylaw. Many properties on Sproat Lake, and in Bamfield and Long Beach, are zoned Acreage Residential (RA1 & RA2) District. These zones permit uses such as a single family dwelling and an accessory dwelling unit (secondary suite, carriage home, cabin, cottage, garden suite, etc.), provided the lot is 1 acre or greater.

An accessory dwelling unit is intended to be occupied as a permanent home, and not on a temporary/short term (less than a month) basis.

What can be done?

A number of local governments across BC have adopted strategies and land use policies to manage STRs, which are outlined on the following boards.

Many municipalities regulate STRs through business licencing, where if a property isn't zoned to allow an STR, a business licence isn't issued and enforcement action may proceed.

Regional Districts can't issue business licences. This limits the STR regulation to land use and regulatory bylaws, and a complaint process for bylaw enforcement.

Public consultation

The ACRD is hosting open houses in Sproat Lake, Bamfield and Long Beach, and providing online information to:

- inform residents on what is going on with STRs
- share research on what other Regional Districts and local governments are doing to manage these rentals
- gain input on the options available to the ACRD to permit, or not permit and enhance enforcement for these rentals



OTHER REGIONAL DISTRICT EXAMPLES

COLUMBIA SHUSWAP REGIONAL DISTRICT

- Regulates STRs within two Electoral Areas, one of which includes the Revelstoke Mountain ski resort.
- Created a vacation rental zone, defining vacation rental use as the use of a residential dwelling unit for temporary accommodation (less than four consecutive weeks) on a commercial basis.
- If a property owner wants to operate a STR, they can apply for a Temporary Use Permit (TUP) or rezone to vacation rental.
- Guiding principles for vacation rentals were established, which may be used as conditions of a TUP (ie. screening, fencing, proof of adequate sewage disposal, parking, caretaker availability, occupancy permit for the dwelling, etc.)



REGIONAL DISTRICT OF OKANAGAN-SIMILKAMEEN

- Following a review in 2012, it was decided that TUP's were the preferred way to address vacation rental use as it provides an opportunity for community input, conditions of use (maximum occupancy, landscaping, etc.) and for regular review of an operation to ensure it's not causing conflict with adjacent residential uses.
- Community consultation before the permit is issued includes: posting a notification sign with details of the proposal, and a possible public information meeting.
- The vacation rental TUP policy applies to new vacation rentals for a term of no greater than 18 months (over one rental season).
- If it's determined that the vacation rental use is inappropriate or incompatible with the neighbourhood, the permit may be allowed to lapse early. If compatible, the property may apply for a second TUP for a period of up to three years or apply to rezone.



OTHER REGIONAL DISTRICT EXAMPLES

ISLANDS TRUST - HORNBY ISLAND

The Islands Trust provides three options for STRs on Hornby Island:

- From May to September, vacation home rentals are allowed through zoning regulations on any residential or agricultural lot. Summer rentals have limitations and requirements such as: one rental per property, a maximum number of bedrooms, signs with contact information, and a letter confirming sewage capability.
- Year round vacation home rentals are permitted on lots where an owner or tenant resides in one dwelling while a second legal dwelling is made available for rental on the same property. Same regulations as summer rentals apply.
- Commercial level vacation home rentals are permitted where a property owner applies for and receives a TUP. This would accommodate year-round rentals on a single dwelling lot, a higher level of occupancy or a more frequent turnover of rentals.

ISLANDS TRUST - GABRIOLA ISLAND

Through community consultation regarding STRs, the Islands Trust adopted a process in which property owners may apply for a TUP to allow for a STR on their property. The TUP application form for vacation rentals includes:

- an assessment of water supply and on-site sewage disposal, occupancy permit, requires copies of information posted for guests on-site regarding noise bylaws, water conservation, fire safety, garbage and control of pets.
- The applicant must also provide contact information of the owner who must reside on Gabriola Island and be available 24/7 to respond to concerns about the operation of the vacation rental.



OTHER LOCAL GOVERNMENT EXAMPLES

DISTRICT OF TOFINO

After an extensive study and community consultation in 2004, short term rental regulations were established in 2005, primarily through zoning and business licence regulation bylaws.

STRs are subject to the following:

- Must be in 1 of 6 residential zones
- Must have a valid business licence (properties with current licences are listed on Tofino's website)

- 1 per property, can't operate B&B and STR
- STR can be operated in principal or secondary dwelling
- Must provide sufficient off-street parking
- Maximum 3 sleeping units, 6 guests
- Other bylaws (public nuisance, etc.)

In 2016, Tofino launched a plan to proactively educate and enforce STR regulations.

CITY OF NELSON

In 2016, the City engaged on STRs through consultation, education, and new regulations effective January 2017. The City focused on:

- ensuring a level playing field for accommodators
- safe accommodation facilities for visitors and tourists
- that they are meeting the housing needs of local long-term renters

The regulations establish a robust and transparent licencing mechanism, while still retaining discretion for exceptional circumstances.

City Council has made it a priority to accommodate these operations for the benefit of visitors, residents, and neighbourhoods, while at the same time mitigating the potential detrimental impacts on communities.

STR regulations include:

- 3 types of STR licences: annual, summer (May to August), 31-day
- Cap of 110 annual licences and 40 summer licences, no cap on 31-day licences (only 1 per property per year)
- 3 types of STR dwellings: guest homes, guest rooms and guest suites (secondary or detached secondary suites)
- Except for summer licences, they all require a primary resident
- Each property can have up to 1 annual licence and another less than 6 months (summer or 31-day)
- All licences require a \$500 deposit, and building and fire inspection every 3 years
- Maximum of 2 adults per room, 4 per suite, and 6 per guest house
- Must have contact person to respond within 15 minutes to calls and lives within 30 km of the property



ACRD POLICY OPTIONS

The ACRD is limited in its ability to control behaviours, but has regulations pertaining to land use and noise.

The ACRD has two options for regulating STRs within land use regulations, and a third option is continuing to not permit these types of rentals and enhance enforcement.

1 PERMIT: REZONE THE PROPERTY

- The Regional District can require a property owner to apply for rezoning to a zoning district that would permit the operation of a STR on a permanent basis or under certain parameters, such as Cottage Residential (RC) District.
- Rezoning runs with the land until such a time that another zoning amendment is adopted by the Regional Board.

2 PERMIT: TEMPORARY USE PERMIT

- The property owner can apply for a temporary use permit (TUP) to allow for the operation of a STR on a temporary basis.
- The Regional District may issue a TUP, by resolution, in areas that are designated in an Official Community Plan (ie. Sproat Lake, Bamfield, and Long Beach).
- A TUP may allow for a use that's not permitted in the Zoning Bylaw and specify conditions for which the use may be carried. The ACRD may include conditions to a TUP which can't be included in a rezoning.

- Conditions on the temporary use could include: occupancy load, length of stay and seasonal limits, sewage disposal confirmation, caretaker availability, parking, signage, etc.
- A TUP can be issued for up to three years, and renewed once for another three years, after which the property owner would need to either cease the use or apply to rezone to allow the use on a permanent basis.
- Prior to issuance of the TUP, there would be a public notification process.

3 NOT PERMIT: ENHANCE ENFORCEMENT

The ACRD currently deals with enforcement of non-conforming uses in the Zoning Bylaw under a complaint basis. If a complaint is received, a letter is sent to the property owner and the Bylaw Enforcement Officer works with them to resolve the issue. In circumstances where the Bylaw Enforcement Officer can't resolve the issue, the ACRD Board has the option to proceed with legal action.

Options for strengthening enforcement action include:

- Implementing a ticketing bylaw which would allow the Bylaw Enforcement Officer to issue fines for non-compliance
- Increased bylaw enforcement presence at Sproat Lake, and in Bamfield and Long Beach
- Increased legal action in persistent situations



HAVE YOUR SAY



Now that you've reviewed the display boards, hopefully you have a better understanding of the three options the ACRD has for managing short term vacation rentals.

Tell us which option you prefer by placing a sticky dot in one of the boxes below.

**PERMIT STRs BY REZONING
THE PROPERTY**

**PERMIT STRs WITH A
TEMPORARY USE PERMIT**

**CONTINUE TO NOT
PERMIT STRs & ENHANCE
ENFORCEMENT**

Place a sticky note below to explain why you chose the option, or if you have any additional comments.

THANK YOU & NEXT STEPS



Thank you for your input!

How will we use your feedback?

Input received throughout the short term vacation rentals public consultation process will be compiled into a report for the ACRD Board.

Options following Board direction could include:

- Zoning Bylaw amendment,
- policy implementation, or
- further public input

The goal is to provide clarity on land use regulations and present options to the Regional Board before the 2018 vacation rental season.

Stay informed and involved

Residents are invited and encouraged to participate in the STR public consultation process. We want to hear from you!

Be sure to sign in at the open house and leave your email, or contact us, to stay in touch on next steps and project updates.

Contact us!

☎ 250-720-2700

✉ planning@acrd.bc.ca

🌐 www.acrd.bc.ca/str



ALBERNI-CLAYOQUOT
REGIONAL DISTRICT

SHORT TERM VACATION RENTALS
Sproat Lake, Bamfield & Long Beach

APPENDIX B: APPLICATION/LICENCE FEES

Regional District / Local Government	TUP fee	TUP renewal fee	Zoning Bylaw amendment	Business licence fee	Additional fee
ACRD	\$300	\$300	\$750		
Regional District of Okanagan-Similkameen	\$700	\$350			
Columbia Shuswap Regional District	\$1,000 (+ \$150 registration fee)		\$1,500		Additional fee for public notification
Islands Trust – Gabriola Island	\$900	\$150			
Islands Trust – Hornby Island	\$1,100	\$165			
City of Nelson				Annual licence: \$200-800 Summer licence: \$110-400 31-day: \$160	Building & fire inspection: \$30 STR deposit for all licences: \$500 (refunded upon written notification of end of STR operation)
District of Tofino				STR with 1 sleeping unit: \$450 + \$150 for each additional sleeping unit	



ALBERNI-CLAYOQUOT REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3

Telephone (250) 720-2700 Fax (250) 723-1327

MEMORANDUM

TO: ACRD Board of Directors

FROM: Amy Anaka, Junior Planner

DATE: November 15, 2017

RE: Regional District of Nanaimo - Electoral Area 'H' Official Community Plan Review Referral

Recommendation:

THAT the Board of Directors accept "*Regional District of Nanaimo Electoral Area 'H' Official Community Plan Bylaw No. 1335.06, 2017*" and direct staff to respond that the ACRD's interests are unaffected.

Background:

The Alberni-Clayoquot Regional District (ACRD) has received a referral from the Regional District of Nanaimo (RDN) for the Electoral Area 'H' Official Community Plan (OCP) bylaw amendment. The proposed OCP applies to all Electoral Area 'H' of the RDN including the unincorporated communities of Deep Bay, Bowser, and Qualicum Bay, Dunsuir, Horne Lake and Spider Lake, and surrounding rural areas.

The bylaw amendment includes an update to the current Electoral Area 'H' OCP, which was adopted in 2004, and amendments to the Bowser Village Centre Plan.

ACRD Planning staff have reviewed the proposed bylaw amendment in the context of our Official Community Plans and Zoning Bylaw and have determined the ACRD's interests are unaffected.

Prepared by:

Amy Anaka, MCIP, RPP, Junior Planner

Reviewed by:

Mike Irg, MCIP, RPP, Manager of Planning and Development

Approved by:

For: Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer

MISC17018



Celebrating
50 Years
1967-2017

October 27, 2017

Mr. Doug Holmes, CAO
Alberni-Clayoquot Regional District,
3008 5th Ave.
Port Alberni BC
V9Y 2E3



Dear Mr. Holmes,

Re: Electoral Area 'H' Official Community Plan Review

The Regional District of Nanaimo (RDN) Board at its regular meeting held October 24, 2017 has given first and second reading to "*Regional District of Nanaimo Electoral Area 'H' Official Community Plan Bylaw No. 1335.06, 2017*". Please visit our website at www.rdn.bc.ca/board-reports-and-draft-ocp for a copy of the bylaw under consideration. If you prefer to receive a hard copy you may request one by contacting me at (250) 390-6510 or at csimpson@rdn.bc.ca.

The proposed Official Community Plan applies to all of Electoral Area 'H' of the Regional District of Nanaimo including the unincorporated communities of Deep Bay, Bowser, and Qualicum Bay, Dunsuir, Horne Lake and Spider Lake, and surrounding rural areas.

We are requesting comments on the proposed Official Community Plan as it relates to your agency's responsibilities. Please send your comments to the email address below or by mail to the Regional District of Nanaimo Planning Department located at 6300 Hammond Bay Road, Nanaimo, BC, V9T 6N2 no later than November 28, 2017. If we do not receive your comments by this date we will assume that your agency has no objections to the proposed Official Community Plan.

If you have any questions or require clarification, please do not hesitate to contact me by telephone or by email at csimpson@rdn.bc.ca. Copies of the existing OCP and other information related to the Electoral Area 'H' OCP Review can also be viewed on the project web site at www.rdn.bc.ca/areahocp.

Sincerely,

Courtney Simpson, Senior Planner
Strategic and Community Development

**Strategic and Community
Development**
6300 Hammond Bay Rd
Nanaimo, B.C.
V9T 6N2

Tel: 250-390-6510
Toll Free: 1-877-607-4111
Fax: 250-390-4163

RDN Website: www.rdn.bc.ca

Alberni-Clayoquot Regional District
Staff Action Items to the Board of Directors as of November 17, 2017

#	Meeting Date	Action Item	Service Area	Priority/ Resources Y/N	Assigned	Target Date	Status/Recommendation
ADMINISTRATION							
1.	July 10/15	Develop: Long term plan for reconciliation	All	Y/N	Reconciliation Comm.	2017	Chair to develop a strategy with the Board. ACRD was successful with their C2C Forum funding application.
2.	May 27/15	Assessment: Tseshaht First Nation water system expansion to Bell & Stuart roads	D	Y/Y	MES	Oct. 2017	System supply and demand analysis underway.
3.	Sept. 16/15	Continue: Meeting with Tseshaht First Nation to discuss tenure at the AV Landfill	Alberni Valley	Y/Y	MES/ Heather	Ongoing	Working Group met August 16 th , and Oct. 10 th , next meeting Dec. 5 th
4.	Feb. 8/17	Provide: support to the first responder transportation issues in Bamfield	A	Y/N	Wendy	Ongoing	Met BCEHS, options provided on training First Responders received & being reviewed
5.	June 28/17	Proceed: the formation of a working committee to explore an Alberni Valley Training Center concept.	All	Y/N	Fire Coordinator	2018	To proceed when new Fire Coordinator retained
6.	July 26/17	Explore: options for future delivery of Fire Coordinator services with the Alberni Valley Fire Departments and report to the AV Committee	All	Y/Y	Doug	Dec. 2017	Currently gathering input and preparing recommendations in context of ACRD staffing pressures
7.	July 26/17	Explore: options for future delivery of Emergency Coordinator services with the Alberni Valley and report to the AV Committee.	All		Doug	Dec. 2017	Currently gathering input and preparing recommendations in context of ACRD staffing pressures
8.	Oct. 25/17	Organize: one-day Board strategic planning session in December 2017 for the purpose of reviewing the	All	Y/Y	Wendy		January 4, 2018

Alberni-Clayoquot Regional District
Staff Action Items to the Board of Directors as of November 17, 2017

		Board's Strategic Priorities using internal resources					
9.	Nov. 8/17	Appointed: Director Banton, Trustee and Director Cootes, Alternate Trustee on the VIRL Board for 2018 – Advise VIRL Board of Directors	All		Wendy	Nov. 2017	Done - Remove
10.	Nov. 8/17	Meet: ACRD and City of PA staff to develop action plan for development of aquatic center. Investigate: Potential for the development and services of a new aquatic center in the AV during ACRD Budget discussions.	AV		Wendy	2018	First meeting complete – Follow-up meeting being scheduled
11.	Nov. 8/17	Submit: UBCM Community Emergency Preparedness Fund Emergency Social Services grant application of \$25,000 to support Reception and Group Lodging Kits and Volunteer Recruitment, Engagement and Retention.	AV	Y	Wendy/Shelli	Nov. 17/17	Done - Remove
12.	Nov. 8/17	Appointments: Re-confirm and approve Andrea Butler, 1 year term; Peter Herbig and Louis Druehl, 2 year terms to the Bamfield Parks Commission	A	N/Y	Wendy	Nov 2017	
13.	Nov. 8/17	Participate: Area Director and Commission Members to review, update and amend Bylaw 416 Bamfield Parks Commission	A	Y/N	Wendy	Dec 2017	
14.	Nov. 8/17	Letter: Central Westcoast Forest Society request letter to the Habitat Conservation Trust Foundation for the English Cove Watershed and Willowbrae Creek Projects.	WC		Wendy	Nov. 2017	Done - Remove

Alberni-Clayoquot Regional District
Staff Action Items to the Board of Directors as of November 17, 2017

FINANCE							
15.	May 24/17	Investigate: How other regional districts fund their invasive plant management strategy programs and provide options to the Board for consideration.	All	Y/N	Teri	Spring 2018	In progress
16.	June 14/17	Draft: a cooperation agreement between the Alberni-Clayoquot Regional District and the Cherry Creek Waterworks District for sharing information on Cherry Creek Water infrastructure upgrades	F	Y/Y	Teri/ Doug	Spring 2018	
17.	June 14/17	Use the Beaver Creek Water System Infrastructure Assessment (2017) report information to design the Asset Management plan for the service area	E		Asset Manager	Spring 2018	
18.	Aug. 23/17	Proceed with the hiring of an Asset Management Implementation Coordinator for a 12-month term.	All	Y/Y	Teri		Completed – To start Jan. 2018 - remove
19.	Sept. 13/17	Develop: internal borrowing policy to allow for the borrowing of funds from another ACRD capital reserve fund	All	N/Y	Teri	Spring 2018	
20.	Oct. 11/17	Letter: City of Port Alberni requesting the allocation of \$70,000 of Community Works Funding in 2018 to the Alberni Valley Regional Airport expansion project	AV	Y/Y	Teri	Oct. 31/17	Done- remove
21.	Oct. 11/17	Allocate: Community Works Funding to the Alberni Valley Regional Airport expansion project from the following areas in 2018: Beaufort \$2,000,	AV	Y/Y	Teri	Spring 2018	During 2018 – 2022 Financial Plan

Alberni-Clayoquot Regional District
Staff Action Items to the Board of Directors as of November 17, 2017

		Sproat Lake \$9,000, Beaver Creek \$12,000 and Cherry Creek \$7,000					
22.	Oct. 11/17	Allocate: \$400,000 of Community Works Funding to the Bamfield Water System for inclusion in the 2018-2022 Financial Plan	A	Y/Y	Teri	Spring 2018	During 2018 – 2022 Financial Plan
23.	Oct. 11/17	Letter: FCM requesting support for the ability to stack grant funding for projects and use the Bamfield Water System treatment plant project as an example for the need to be able to stack funding programs	All	N/Y	Teri	Nov. 2017	Done
ENVIRONMENTAL SERVICES							
24.	May 11/16	Invite: Island Health, Island Timberlands, Huu-ay-aht First Nation, Min. FLNRO to meet & discuss watershed management in the interests of water quality	A	Y/N	MES/ Heather	Nov. 2017	Done – remove
25.	Mar. 22/17	Prepare: Aircraft Operating Procedures for AVRA.			Mark/Janice		In progress Early 2018 completion
26.	Mar. 22/17	Investigate: funding opportunities for the ACRD through the Rural Dividend Fund.	All		Janice	Dec. 2017	Now Open – Report to Board in Dec.
27.	July 12/17	Apply for additional funding from the Alberni Valley Community Forest Legacy Fund for Airport Projects.	AV		Heather		Awaiting next round of applications
28.	Sept. 13/17	Prepare for signatures: a Service Agreement with Direct Approach Consulting for a 4-year ongoing maintenance component under the “Designated Sponsor” requirements of Nav Canada for \$5,500.00.	AV		Mark/Janice		Will start once GPS Approach is completed
29.	Oct. 11/17	Lease Lot C – Blue Heron Aviation, Long Beach Airport – The Board of	C	N/Y	MES/ Janice	Oct. 2017	Next step is survey lot then subdivision

Alberni-Clayoquot Regional District
Staff Action Items to the Board of Directors as of November 17, 2017

		Directors approved entering into the long term lease up to 20 years with the subjects – Proceed with lease					
30.	Oct. 11/17	Investigate: establishing long-term (airside and non-airside) lease lots at the Long Beach Airport, and any costs incurred for site preparation be considered during 2018 budget discussions	C		MES/ Janice/ Heather		Budget Process 2018
31.	Oct. 11/17	Award Contract: Bamfield Water Treatment Plant construction tender to Ridgeline Mechanical Ltd. in the amount of \$ 1,888,710.25 plus taxes	A	Y/Y	MES/ Janice		Contract Awarded, Notice to Proceed in Progress – Complete – Start project Nov. 27/17
32.	Oct. 11/17	Amend Contract: monthly fee for the West Coast Recycling, Garbage Collection and Disposal Program contract: Garbage Collection - Curbside Collection Services: from \$8.20 to \$8.88, effective July 1, 2017	WC		Teri/ Janice		Letter of Understanding Required
33.	Oct. 11/17	Write back to Mr. Michael Grandbois, BC Parks requesting they reconsider repairs to the boat launch at Sproat Lake including possible liability issues	D	N/Y	MES/ Janice	Nov. 2017	
34.	Nov. 8/17	Forward: Island Health's request to adopt strategies to improve air quality from domestic wood burning to the EA Committee meeting and provide a report including cost implications	AV		MES	Nov. 2017	
35.	Nov.8/17	Hold: Public Consultation – Development Cost Charge Bylaw	E	Y/N	MES	Nov. 2017	Scheduled for Nov. 21/17 Remove

Alberni-Clayoquot Regional District
Staff Action Items to the Board of Directors as of November 17, 2017

36.	Nov.8/17	Submit: Beaver Creek Water System Service Area Development Cost Charge Bylaw F1133 to Ministry of Municipal Affairs & Housing	E	Y/N	MES/Janice	Dec. 2017	
PLANNING							
37.	Nov. 14/12	Staff direction: Review and make recommendations on the Bamfield Community Hall Society's request to approve & support their proposal to build a new hall	A		Mike		In progress – Waiting for direction from the Hall Committee
38.	May 27/15	Re-designate: major/minor streams within all electoral area official community plan areas	Electoral Areas	Y/Y	Mike	Fall 2017	Part of OCP amendments
39.	Oct. 5/16	EA Committee directed staff: Conduct public input sessions to garner community input into options for dealing with short term vacation rentals	Electoral Areas	Y/Y	Mike	Oct. 2017	Report completed – remove
40.	Nov. 9/16	Sign: Climate Action Charter & include cost implications in 2017 Budget	All	Y/N	Mike	Nov. 2017	Signed – Staff report prepared for the Fall.
41.	Feb. 22/17	Enter: into discussions with owner of DL 130 & DL 60, Lot 2 VIP64541 to provide a road access agreement to the property in exchange for a height restriction covenant to be placed on the two sections of land within the OLS of the AV Regional Airport	AV	Y/Y	Mike/Heather		In progress
42.	June 28/17	Submit: Coulson's land lease to the Provincial Subdivision Approving Officer for approval and once approved issue lease.			Mike		Sent to Approving Officer/ In Progress

Alberni-Clayoquot Regional District
Staff Action Items to the Board of Directors as of November 17, 2017

43.	Oct. 11/17	Submit: Report to the Board on options for addressing short term vacation rentals for consideration by the Board at the November 22 nd meeting			Mike		Done – remove
44.	Oct. 11/17	Participate: Planning staff to participate in the District of Tofino’s 2018 Official Community Plan process			Mike		Ongoing
45.	Nov. 8/17	Waive: AV Landfill Tipping fees for the end of Sproat Lake clean up (sweep).	D	N/Y	Mike	Nov. 2017	
46.	Nov. 8/17	Letter: Huu-ay-aht First Nation requesting a letter of support for the proposed location of the helipad at the Bamfield Health Centre	A	Y/N	Mike	Nov. 2017	

Electoral Areas: “A” (Bamfield), “B” (Beaufort), “C” (Long Beach), “D” (Sproat Lake), “E” (Beaver Creek), “F” (Cherry Creek)



Alberni-Clayoquot Regional District
Board of Directors Meeting Schedule
DECEMBER 2017

DATE	MEETING	TIME & LOCATION	ATTENDEES
Tuesday, December 12 th	Agricultural Development Committee Meeting	2:00 pm – Regional District Board Room	Committee, Staff
Wednesday, December 13 th	Board of Directors Meeting	1:30 pm – Regional District Board Room	Board, Staff
	Regional Hospital District Meeting	Immediately following above	Board, Staff

Issued: November 17, 2017



**SUMMARY OF REVENUE AND EXPENDITURES
FOR PERIOD ENDING OCTOBER 31, 2017**

(PAGE 1)

	2017 YEAR TO DATE ACTUAL	2017 ANNUAL BUDGET	PERCENTAGE OF BUDGET
REVENUE			
Tax requisition	\$ 4,843,428	\$ 4,843,721	99.99%
Parcel taxes	849,047	849,047	100.00%
Grants in lieu of taxes	90,273	30,500	295.98%
Services provided to other governments	100,825	62,584	161.10%
Sale of services	3,529,529	3,592,640	98.24%
Other revenue	196,471	565,600	34.74%
Grants from other sources	1,655,234	1,997,117	82.88%
Surplus (deficit) from prior years	1,932,234	1,936,046	99.80%
Committed surplus from prior year	2,404,402	2,404,402	100.00%
Transfers between services	73,784	1,475,645	5.00%
	<hr/>		
SUBTOTAL	15,675,227	17,757,302	88.27%
 <i>Transfers from Municipalities for</i>			
Municipal Finance Authority	\$ 718,810	\$ 715,000	100.53%
	<hr/>		
TOTAL REVENUE	\$ 16,394,037	\$ 18,472,302	88.75%
	<hr/>		

EXPENDITURES	2017 YEAR TO DATE ACTUAL	2017 ANNUAL BUDGET	PERCENTAGE OF BUDGET
All Members			
E911 Telephone System	304,640	307,000	99.23%
General Government Services	1,017,530	1,355,750	75.05%
Alberni-Clayoquot Health Network	104,421	149,500	69.85%
Regional Parks	26,709	42,000	63.59%
Regional Planning	132,390	188,500	70.23%
Electoral Area's			
Building Inspection	225,563	283,500	79.56%
Electoral Area Administration	71,178	1,633,812	4.36%
Mgmt of Development - Rural Areas	236,955	372,000	63.70%
Vancouver Island Regional Library	349,018	465,500	74.98%
Alberni Valley			
Alberni Valley Emergency Planning	73,159	181,000	40.42%
Alberni Valley & Bamfield Waste Mgmt	2,037,339	2,565,000	79.43%
Alberni Valley Regional Airport	977,396	1,310,565	74.58%
Alberni Valley Regional Water - Proposed	8,817	21,000	41.99%
Custom Transit	351,554	547,000	64.27%
Sproat Lake Marine Patrol	34,042	33,000	103.16%
West Coast			
Long Beach Airport	573,059	866,106	66.16%
West Coast Emerg. Coordination - Proposed	-	9,000	0.00%
West Coast Emergency Planning	19,683	27,000	72.90%
West Coast Multiplex	87,983	107,563	81.80%
West Coast Waste Mgmt	817,933	1,015,000	80.58%
City of Port Alberni			
Port Alberni Arena	39,846	199,000	20.02%
Bamfield			
Bamfield Community Park	10,472	13,500	77.57%
Bamfield Volunteer Fire Dept	162,086	164,000	98.83%
Bamfield Water System	670,372	1,294,631	51.78%
Beaufort			
Mountain Ranch Rd Fire Protection	3,135	3,152	99.46%
Long Beach			
Millstream Water System	22,398	140,718	15.92%
Salmon Beach Garbage	18,778	23,080	81.36%
Salmon Beach Power Distribution	62,187	99,400	62.56%
Salmon Beach Recreation	54,298	57,300	94.76%
Salmon Beach Security	11,248	29,850	37.68%
Salmon Beach Sewage	57,558	69,650	82.64%
Salmon Beach Transportation	98,354	168,000	58.54%
Salmon Beach Water	68,691	69,550	98.76%
South Long Beach Bike Path	7,241	7,200	100.57%
South Long Beach Community Park	-	7,500	0.00%
South Long Beach Fire Protection	14,035	14,000	100.25%
South Long Beach Street Lighting	691	920	75.11%
Sproat Lake			
Sproat Lake Animal Control	1,265	3,100	40.81%
Sproat Lake Arena	27,454	28,054	97.86%
Sproat Lake Community Park	170,397	199,000	85.63%
Sproat Lake Noise Control	1,826	7,100	25.72%
Sproat Lake Volunteer Fire Department	311,037	393,150	79.11%
Beaver Creek			
Arvay Rd Street Lighting	1,097	1,500	73.13%
Beaver Creek Animal Control	1,064	3,000	35.47%
Beaver Creek Community Park	6,679	20,000	33.40%
Beaver Creek Arena	20,465	21,065	97.15%
Beaver Creek Noise Control	664	2,100	31.62%
Beaver Creek Volunteer Fire Department	214,742	277,500	77.38%
Beaver Creek Water System	918,909	1,246,966	73.69%
Granville Rd Fire Protection	1,815	1,832	99.07%
Cherry Creek			
Cherry Creek Animal Control	664	4,012	16.55%
Cherry Creek Arena	16,914	17,514	96.57%
Cherry Creek Noise Control	644	2,100	30.67%
Cherry Creek Community Park	104,953	138,500	75.78%
Grants-in-Aid			
Total Grants in Aid		387,110	0.00%
	10,551,348	16,594,850	63.58%
Transfers to Municipal Finance Authority on behalf of the Municipalities	718,810	715,000	100.53%
	\$ 11,270,158	\$ 17,309,850	65.11%



MEMORANDUM

To: Board of Directors

From: Andrew McGifford, Manager of Environmental Services

Meeting Date: November 22, 2017

Subject: **Alberni Valley Regional Airport – cost update**

This report is to provide the board an update on costs of the North West Road construction and the Instrument Approach Procedure project that have been incurred since the September 13, 2017 update.

Lighting Project

When staff provided the summary of expenses in September it was not clearly understood that the seeding component of the expansion contract had been removed and was to be transferred to the lighting project. This was done due to the timing of the contracts but also enables the ACRD to access BCAAP funding for 50% of the \$64,000 seeding costs. The ACRD cost within the lighting project is now \$32,000 more than presented in September 2017.

North West Road

The change orders for the North West Road amount to a total of \$111, 827. The majority of the change orders and costs are a result of two separate issues that have occurred during construction, the remaining amounts were due to culvert changes:

1. The NW Road drainage ditch has resulted in change orders totaling \$56,131. The materials in the NW Road drainage ditch are very sandy and a large amount of ground water was now moving through the area as it was opened up during construction. The ditch structure was sluffing in and required increasing the amount armoring materials in the ditch. Staff have been advised this will mitigate the issue.
2. The other issue was the result of a discovery of a peat bog on September 25th. Armoring and excavation was required to create an appropriate structure to build the road. The cost of this was \$36,934.

Instrument Approach Procedure - School District Building Move

The School District Building has been moved to its new location. There were many small components that needed to come together to make this happen such as; building a new section of road, upgrading a section of road, creating a new landing pad for the building and finally the actual transportation of the building. We are pleased that it was completed under budget by \$55,776.

The update column below represents the changes to the estimates that have occurred since the September status report:

Component	Budget	Actual/Estimated	Update	Over/(Under)
Runway Design	85,500	114,109	-	28,609
Runway Construction	4,361,455	4,597,248	-	235,793
Lighting Project	1,198,169	1,098,290	32,000	67,879
North West Industrial Road	599,613	1,201,880	111,827	714,094
Airport - Nahmint Road	100,000	269,000		169,000
Instrument Approach Procedure	413,653	508,062	55,776	38,633
Sign Work	15,000	15,000		-
Other	66,373	66,373		-
Total	6,839,762	7,869,961	88,051	1,118,249

Staff will continue to update the Board periodically of the how the project is progressing.



Submitted by: _____
 Andrew McGifford, CPA, CGA, Manager of Environmental Services



Approved by: _____
 Douglas Holmes, CPA, CA, Chief Administrative Officer



Island Corridor Foundation
Making Vancouver Island Rail a Reality

Island Corridor Foundation Strategic Priorities & Operations Plan

November 2017

Box 375 Station A
Nanaimo, BC V9R 5L3

www.islandrail.ca

info@islandrail.ca
250-754-7254

Table of Contents

I.	Introduction	3
II.	History & Background.....	4
III.	The Corridor	6
IV.	The Foundation	7
V.	Public Consultation – Feedback Form Findings	14
VI.	ICF Key Focus Areas.....	15
VII.	Financial Analysis	35
VIII.	Critical Success Factors	36
	APPENDIX 1 – ICF Feedback Form Results	
	APPENDIX 2 – Rail Infrastructure Program and Costing	

NOTE TO READERS

*This is a **living document** that will be updated from time to time to respond to changing conditions and/or new information. Suggestions for the Board's consideration may be submitted in writing to the Island Corridor Foundation.*

I. Introduction

The Island Corridor Foundation (ICF) is pleased to present its five-year Strategic Priorities and Operations Plan. The purpose of the Plan, which builds on the Foundation's original 2005 Business Plan, is to outline the ICF's goals and priorities within four key focus areas – Rail Infrastructure/Services; Heritage (train stations); Rail-with-Trails; and Corridor Communities. A five-year budget is included in Section VII. As a charitable foundation that is the title holder and custodian of over \$300 million in physical assets, accountable to a twelve-member Board of Directors appointed from over thirty member/corridor communities, the ICF is a very unique and complex organization that straddles both the business and non-profit realms. As such, the format of the original Business Plan has been modified and expanded to more closely resemble a broader strategic plan, but with business and financial elements within.

Though it may be amended from time to time to respond to changing conditions or new information, this document is intended to guide the work of the Foundation over the next five years. It is an important communications tool and source of information for the public in terms of the Foundation's intended activities and work plan in the years ahead. It will also be used to strengthen funding proposals to regional and senior levels of government as the Foundation pursues grants to commence the proposed Phase 1 rail infrastructure upgrades outlined in this document.

The Plan provides:

- a brief historical overview, along with information about the rail corridor, the Foundation's governance/staff structure and key organizational achievements to date;
- results from an online feedback form designed to gather comments and feedback from the public regarding an earlier, preliminary draft of the Plan released in the spring;
- a detailed summary of the four main focus areas, including key activities, opportunities, risks and key goals for implementation over the next five years;
- a five-year budget; and,
- a discussion of critical success factors for the years ahead.

In total, the Board has endorsed twenty-nine (29) operational goals within the four key focus areas. This includes approval of a preferred Phase 1 rail infrastructure option, which is presented in more detail in Section VI and Appendix 2.

Each spring, in conjunction with the Annual General Meeting, the ICF publishes audited financial statements. All related documents will be posted on the ICF's website (www.islandrail.ca) or available by request from the ICF office. The Foundation encourages Island residents to explore the Plan, and direct any questions or feedback to the ICF accordingly. The ICF Board and staff look forward to sharing the results of their work in the years ahead as the Foundation continues to work towards making Vancouver Island rail a reality.

II. History & Background

The Island railway was originally incorporated on September 27, 1883 by the E&N Railway Company, led by Sir Robert Dunsmuir, a renowned British Columbia (BC) coal baron and politician. To help subsidize construction of the railway, the federal and provincial governments contributed financially towards the project and granted more than 800,000 hectares of land on southeast Vancouver Island to the E&N Railway Company.

Approximately one-third of the land (nearly 270,000 hectares) was within the traditional territory of the Hul'qumi'num peoples, which today includes the First Nations communities of Cowichan, Stz'uminus, Penalakut, Halalt, Lyackson and Lake Cowichan. With no mention or recognition of Hul'qumi'num rights, the land grant removed both the land and all natural resources found on or under the lands from Indigenous control, including traditional food sources, places of significant cultural importance, and resources that were used to meet essential material needs.

Construction of the railway was completed in 1886, and the initial rail operation ran for 115 kilometers from Esquimalt to Nanaimo. By the late 1880s, the line was extended into Victoria. In 1905, the Canadian Pacific Railway (CPR) wanted permission from the provincial government to build a line through southeast BC. The Province agreed to give permission, on the condition that CPR take over the Island railway, which at that time was struggling financially. The railway and land grants were transferred to the CPR and by 1925, the railway was a thriving operation.



Though the railway eventually developed into an important transportation, economic and social link between Island communities – both First Nations and non-First Nations, stretching from Victoria to Courtenay and across to Port Alberni - the initial land grant and rail operations had devastating and enduring impacts on the economic, social and cultural well-being of the Hul'qumi'num peoples.

~~

Today, through its [2010 Declaration of Aboriginal Rights](#), the ICF formally recognizes and acknowledges the Aboriginal title and rights of First Nations along the corridor in which the Foundation holds a fee simple interest. The focus of the ICF, as discussed throughout this document (and summarized on page 33), is on building and strengthening relationships with First Nations communities, as well as leading and/or supporting corridor-related projects, programs and initiatives that improve the prosperity and sustainability of local communities.

~~

Rail operations began to encounter challenges in the late 1990s and into the 2000s, when a variety of business changes occurred which created financial challenges for the rail operator and triggered considerable uncertainty regarding the sustainability of rail service on Vancouver Island. Local

governments and First Nations responded with significant concern regarding the economic impact of a possible rail closure on their communities. In an unprecedented scale of collaboration, they came together with one goal – to save the corridor and the railway and to ensure the corridor remained in public hands. The Island Corridor Foundation (ICF) was formed as a non-profit Society in 2003 as a result of this effort. Without such coordinated intervention, it is likely that the rail service would have been abandoned and the property sold off in parcels to private interests, forfeiting the valuable benefits of a continuous public transportation corridor forever.

The ICF subsequently applied to the Canadian Revenue Agency to become a registered charity under the Income Tax Act, which enabled the Foundation to provide official donation receipts. In 2005, the railway owners (CPR and Rail America) donated the railway corridor for tax credit, including the land, gravel rail beds, tracks, ties, culverts, related structures (i.e. bridges, trestles, tunnels), four historic train stations and timber rights along the corridor. At the time, the donation had an appraised value of \$366 million.

In 2006, the ICF entered into an agreement with a new railway operator, Southern Rail of Vancouver Island Limited (SVI) – a subsidiary of Southern Railway of British Columbia Limited (SRY), which is widely considered to be one of the most reputable short line operators in North America. In July of the same year, SVI took over the rail operations, including freight service and the daily VIA rail passenger service between Victoria and Courtenay. SVI and the ICF also began work on the development of an overall long-term infrastructure plan for rail upgrades and improvements.

The ICF has worked tirelessly over the past decade to secure federal, provincial and local contributions towards the rail infrastructure program, and to secure a new Train Service Agreement with VIA Rail to reinstate passenger service. Tremendous effort has also been invested in other key focus areas, including Heritage (historic train stations), Rail-with-Trails and Corridor Communities (charitable / community projects). These are discussed in detail in Section V – ICF Key Focus Areas.

Today, the ICF is a financially self-sustaining charitable Foundation that continues to benefit from strong participation by local governments and First Nations throughout the corridor, as well as the ongoing and generous support of a qualified, experienced and committed rail operator. While many challenges and opportunities lie ahead, the Foundation remains committed to protecting and improving the corridor for public use and making Vancouver Island Rail a reality

“The Island rail corridor is a rare and exceptionally valuable asset, brimming with opportunities for the long-term benefit of Vancouver Island. The ability of the ICF to successfully negotiate the donation of the continuous 290-kilometer corridor in 2005 was a remarkable and historic success. Consider the situation in Vancouver whereby the City recently agreed to pay CP Rail \$55 million to acquire a 9-kilometer section of the former Arbutus Corridor. We, as Island communities, cannot afford to underestimate the value of this incredible asset.” Mary Ashley, ICF Director-at-Large

III. The Corridor

The Corridor consists of the land, gravel rail bed, ties, tracks, culverts and related structures (bridges, trestles, and tunnels) that together form the railway system. It also includes the historic train stations and the land that they sit on.

The Corridor is approximately 30 meters (100 feet) wide through most of its length, and in a few densely-populated areas is somewhat narrower. In total, the Corridor is comprised of approximately 1,620 acres of land. It consists of two tracks: a 225-km section between Victoria and Courtenay (Victoria Subdivision/VIC) and a 64 km link between Parksville and Port Alberni (Alberni Subdivision/ALB). A third subdivision owned by the Island Corridor Foundation runs 26 kms between Duncan and Lake Cowichan. This track subdivision was abandoned in 1984 and the rail infrastructure has been removed. A trail for hikers and bikers runs the complete length of that corridor.

The corridors run through 5 regional districts, 14 First Nation communities, 14 municipalities and 13 unincorporated communities. The north-south line (Victoria Sub) goes through the most populated sections.

DID YOU KNOW?

APPROXIMATELY 80% OF THE POPULATION OF VANCOUVER ISLAND LIVES WITHIN 5 KILOMETERS OF THE RAILWAY, THE MAIN EXCEPTIONS BEING THE NORTH ISLAND AND SAANICH PENINSULA. THE RAIL CORRIDOR OFFERS TREMENDOUS POTENTIAL AS A GREEN TRANSPORTATION ALTERNATIVE, AND AS AN IMPORTANT CONNECTION BETWEEN COMMUNITIES BOTH PHYSICALLY AND SOCIALLY.



IV. The Foundation

Purpose

The Island Corridor Foundation is a non-profit society and federally registered charity established for the purposes of owning and managing the rail corridor on Vancouver Island. The Foundation recognizes the importance of this corridor as a link that connects communities economically, socially and culturally.

The objectives of the ICF are to:

- acquire, preserve and develop for purposes of the Foundation the Island Corridor which lies north-south from Victoria to Courtenay and east-west from Nanaimo to Port Alberni and from Duncan to Lake Cowichan on Vancouver Island;
- maintain the continuity of the Island Corridor as a continuous special use connection for all communities, while respecting and supporting First Nations interests and traditional lands and uses;
- contribute to safe and environmentally sound passenger and freight rail services along the Railroad;
- create trails, and facilitate opportunities for parks, gardens, greenways and other public areas for use of members of the public along the length of the Island Corridor;
- encourage a flexible infrastructure along the Island Corridor which will encourage a wide range of economic and trade activity for the benefit of all communities lying adjacent to the Island Corridor;
- preserve archaeological resources, historic landmarks, structures, artifacts and historic routes along the Island Corridor for historical purposes and for ongoing and future use by the community;
- conserve the environmental and spiritual features and functions of the Island Corridor in respect of the land, water and natural resources for the general benefit of the public; and
- do all such charitable activities which are incidental to and beneficial to the attainment of the purposes stated above.

Governance

Pursuant to the ICF's articles of incorporation, membership in the Foundation is limited to Regional District and First Nation governments whose territories are wholly or partly within the geographic area of the Corridor. The Foundation is governed by a board of 12 directors. An equal number of directors represent Regional Districts and First Nation governments – currently five each. Together, the members appoint two directors at large.

Sub-committees may be appointed by the board to oversee the operational activities of the Foundation. The board may appoint non-directors based on skills and experience, although the Chair of each sub-committee must be a director.

The current board is comprised of:

ICF Board of Directors (2017/2018)

Chair and Director at Large	Dr. Judith Sayers
Vice Chair & Cowichan Valley Regional Director	Mayor Phil Kent
Director at Large	Mary Ashley
Alberni-Clayoquot Regional Director	Ken McRae
Capital Regional District Director	Ben Isitt, Councillor
Comox Valley Regional Director	Mayor Larry Jangula
Cowichan Tribes	Albie Charlie, Councillor
Halalt First Nation	Lonnie Norris, Business Development Manager
Lake Cowichan First Nation	Georgina Livingstone, Treaty Liaison / Housing, Lands and Resources Support
Nanaimo Regional District Director	Alec McPherson, Electoral Area A Director
Hupacasath First Nation	Jim Tatoosh, Councillor

The local government liaison sub-committee is open to all elected officials in corridor municipalities and regional districts. This committee meets twice per year and provides an opportunity for representatives of corridor regional districts and municipalities to discuss rail and trail issues and ideas with SVI and ICF staff & directors.

Relationship-building and communications with First Nations communities are undertaken primarily through the First Nations Liaison.

Management & Staff

The ICF management and staff structure has evolved over the years and continues to adapt to changing demands. In 2009, the ICF hired a full time Executive Director on contract, which also included record & bookkeeping services. At the time the ICF had no office or staff support. In subsequent years, the Executive Director was made the Chief Executive Office and tasked with (among many other things) making the Foundation financially self-sustaining and establishing an office. An official office was established at the Nanaimo Wellcox Yard in September of 2012.

The CEO is responsible for overseeing all of the assets of the ICF, and dealing with regulatory agencies, five regional districts, 14 First Nations, 14 municipalities, the federal and provincial governments, and the general public. This includes managing crossings and land use agreements, protecting the assets, managing relationships with the rail operator and use of the assets by the



Municipal representatives tour the track with SVI Roadmaster Al Kutaj on the first local government liaison day in July 2016

general public. The CEO is also responsible for presenting an annual budget for approval and to provide oversight to the budget and finances to the board of directors.

The Financial Officer, a professional accountant (CGA/CA), provides financial oversight to the board of directors, and the First Nation Liaison is responsible for communications with First Nations communities within the corridor. Both positions receive an honorarium.

Island Corridor Foundation Organizational Chart, 2017



A brief list of key organizational achievements since the ICF's inception include:

- successful application to the Canada Revenue Agency for charitable tax status and subsequent negotiation for donation of the entire rail corridor and related assets in exchange for a tax receipt;
- successful negotiation of detailed service agreements with the rail operator (SVI) and VIA Rail;
- completion of a long-term infrastructure plan, along with several related engineering assessments and transportation studies;
- establishment and ongoing management of hundreds of land use agreements, including a major fibre-optic line;
- full repayment of the CP Rail loan (\$125,000) at the Foundation's inception;
- stabilized the financial position of the Foundation within the first decade of operations (ICF is self-sustaining without any government grants or contributions for operations);
- successful negotiation of initial contribution (funding) agreements with member regional districts, the Province of BC and Government of Canada towards the rail infrastructure program (suspended in December 2015 due to Snaw-Naw-As legal case; revised Phase 1 infrastructure proposal requires renegotiation and for funding applications to be re-submitted to the provincial and federal governments);
- submission of detailed funding proposals, and ongoing communication with provincial and federal agencies to support the rail infrastructure program;
- finalized permissive tax exemption agreements with municipalities throughout the Corridor;
- ongoing management of numerous participant, stakeholder, government and community relationships with a continued and focused effort towards enhanced communications, including development of comprehensive website; and,
- active involvement in several economic studies and assessments to determine the viability of a broad range of rail services and products.

Participants

Major participant groups in the ICF include the rail operator (SVI), VIA Rail, corridor communities (First Nations and non-First Nations), rail users (passengers and freight) and trail users.

i. Rail Operator

The ICF is the owner (on behalf of its members) of the rail corridor, but is not in the business of operating the railroad. The Foundation was fortunate to enter an agreement with a new railway operator in 2006 - SVI, a subsidiary of SRY, which is owned by the Washington Corporation.

SVI is responsible for the operation and maintenance of the railway, and ensuring compliance with applicable federal and provincial transport regulations. SVI was instrumental in the development of the long-term infrastructure plan in collaboration with the ICF. As rail operator, SVI also determines, in collaboration with the ICF, the business case and long-term feasibility of rail service. SVI has developed a business plan around four types of rail service, three of which must be successful for the plan to be viable. They are:

1. Intercity Passenger Rail (VIA Rail service)
2. Freight Rail
3. Tourism / Excursion Rail
4. Commuter Rail

Each of these services is discussed in more detail in Section V.

Since signing on in 2006, SVI has supported the work of the ICF, repeatedly demonstrating an understanding and appreciation for the charitable and community development aspect to the ICF. Key contributions contemplated under a Long-Term Operating Licence agreement to be completed with ICF include:

- Commitment to operate the VIA Rail (intercity passenger service) under the terms of the VIA Rail Train Service Agreement completed in 2014 (refer to further detail in the next section);
- Confirmed contribution of \$500,000 towards bridge and trestle maintenance as part of the rail infrastructure program;
- Development of detailed trail guidelines and active participation in corridor trail projects to assist with ICF's recreation goals; and,
- Commitment of 20,000/year for ICF's First Nation conductor / engineer scholarship program (see Section V under "Communities").

ii. VIA Rail

VIA Rail is a crown corporation subsidized by Transport Canada to provide intercity passenger service throughout Canada. Intercity passenger service between Victoria and Courtenay was suspended in 2011 due to concerns regarding the condition of the rail infrastructure. In 2014, the ICF successfully negotiated a new Train Service Agreement (TSA) with VIA Rail to restore intercity passenger service subject to incremental implementation of the rail infrastructure program.

As is the case with most other transit services (e.g. bus and ferry), passenger rail in Canada is operated with a subsidy that covers the gap between passenger revenues and operational costs. Under the new TSA, VIA will provide upgraded passenger trains, liability insurance and a subsidy of up to \$1.4 million per year for ten years. SVI has agreed to accept the financial risk beyond the subsidy provided by VIA subject to the terms of the new TSA. Refer to Section V for more information.

iii. Communities

The ICF was initiated in 2003 by a dedicated coalition of Island communities (First Nations and non-First Nations) in response to a possible railway closure. Today, corridor communities continue to play a major role in the Foundation as well as the effort to restore rail service on Vancouver Island. Within the corridor, there are 5 regional districts, 14 First Nations communities and 14 municipalities. As members, Regional Districts and First Nations play a direct role in the governance of the Foundation (refer to the Governance section on page 6).

As per the Foundation’s articles of incorporation, municipalities are not eligible for membership; however, they continue to support and contribute to the ICF through property tax exemptions trail development projects, heritage train station improvements and general support for Foundation objectives. Specific projects and key successes are discussed more in Section V.

Corridor Communities

Regional Districts	First Nations	Municipalities
Alberni Clayoquot	Cowichan Tribes	Courtenay
Capital Regional District	Esquimalt Nation	Duncan
Cowichan Valley	Halalt First Nation	Esquimalt
Comox Valley	Hupacasath First Nation	Ladysmith
Nanaimo Regional District	Komox First Nation	Lake Cowichan
	Lake Cowichan First Nation	Langford
	Malahat First Nation	Lantzville
	Penelakut First Nation	Nanaimo
	Qualicum First Nation	North Cowichan
	Snaw-Naw-As First Nation	Parksville
	Snuneymuxw First Nation	Port Alberni
	Songhees First Nation	Qualicum Beach
	Stz’uminus First Nation	View Royal
	Tseshaht First Nation	Victoria

iv. Rail Users

There are two types of rail users – passengers and freight.

Passengers

Currently there is no regular passenger service on the north-south line (Victoria Sub); however, the first phase of infrastructure upgrades seeks to serve intercity travelers, commuters and tourists. Refer to Section V for further discussion.

On the east-west line (Alberni Sub), the tourism-focused Alberni Pacific Railway steam train carries passengers approximately 10 kilometers between Port Alberni’s train station and the McLean Mill National Historic Site. The service is operated by the primarily volunteer-based Western Vancouver Island Industrial Heritage Society. This service is also discussed further in Section V.

Freight Users

Freight service is currently active between North Nanaimo and Wellcox Yard in downtown Nanaimo, along with trans-load operations at Wellcox Yard. Current freight users include six medium to large-scale Island based companies, including TimberWest, Northern Pressure Treated Wood, Catalyst Paper, Lafarge, Top Shelf Feeds and Superior Propane. Further details regarding the freight service are included in Section V.



Rail marine ramp at Wellcox Yard in Nanaimo.

v. Trail Users

Trail users include local Island residents and tourists accessing corridor trails for recreational activities, including walking, jogging, cycling, and sightseeing. Trail development has been a key priority for the ICF in partnership with member Regional Districts, First Nations, municipalities and SVI. For more details, please refer to Section V.



First Nations Communities – Relationships and Opportunities

The land grant that enabled construction and establishment of the Vancouver Island railway resulted in a devastating loss of land and natural resources to the region's Indigenous peoples and communities. Though the railway eventually developed to become an important physical (transportation) and social link between Island communities (First Nations and non-First Nations alike), and although First Nations communities were instrumental in saving the railway and establishing the Foundation, the lasting impact of the land grant and railway operations on First Nations communities cannot be understated or overlooked.

The ICF's relationships with local First Nations communities are critical to the long-term operation and sustainability of the railway, rail services and the Foundation itself. The ICF formally recognizes and acknowledges the title and rights of First Nations along the corridor, and the focus of the Foundation is on building and strengthening relationships with First Nations communities, as well as leading and/or supporting corridor-related projects, programs and initiatives that improve the prosperity and sustainability of local communities.

The ICF welcomes opportunities to work with First Nations communities throughout the corridor, wherever possible, to mitigate the impact of rail operations and to help facilitate corridor-related initiatives that help to strengthen, support and sustain First Nations peoples and communities – economically, environmentally and socially.

Key initiatives to date include:

- Establishment of a First Nation Liaison position to lead and focus on strengthening relationships and communications with First Nations communities throughout the corridor. The ICF Chair and Chief Operating Officer also meet, on a continuous and more informal basis, with leaders and representatives of local communities to discuss a broad range of concerns and explore project ideas;
- Development of a **First Nation trackman training and employment program** and **engineer/conductor scholarship program** to facilitate education and employment opportunities beginning with Phase 1 of the infrastructure program;
- The Phase 1 infrastructure program includes up to \$1 million for **safety, sound and sight barriers** to help mitigate the impact of rail operations on local First Nations communities;
- Ongoing meetings to explore potential for economic development opportunities, including (for example) the possibility of a destination campsite project within the corridor on the Chemainus River in partnership with the Halalt First Nation;
- Initial inquiries by the ICF of First Nations aggregate resources in consultation with First Nations communities throughout the corridor to ensure that wherever possible, materials required to complete the rail infrastructure upgrades are sourced locally and to the economic benefit of local First Nations communities.

The ICF encourages First Nations communities throughout the corridor to share their ideas, suggestions or concerns at any time. The Foundation remains committed to being responsive and approachable, open to exploring joint initiatives and opportunities for improvement, and helping to facilitate solutions and/or local projects of mutual interest and benefit to the local community. Input, ideas and opportunities to strengthen relations will continue to be sought through the First Nation Liaison, ICF management/staff, the Board and ICF representatives from local First Nations communities.

V. PUBLIC CONSULTATION – KEY FINDINGS

The ICF released a preliminary draft of this Plan in April 2017 for public input via an online feedback form. The online form was available until May 15th, 2017. The results were considered by the Board during the development of the goals for each key focus area, as described in the next section. For a full summary of the results, please refer to Appendix 1.

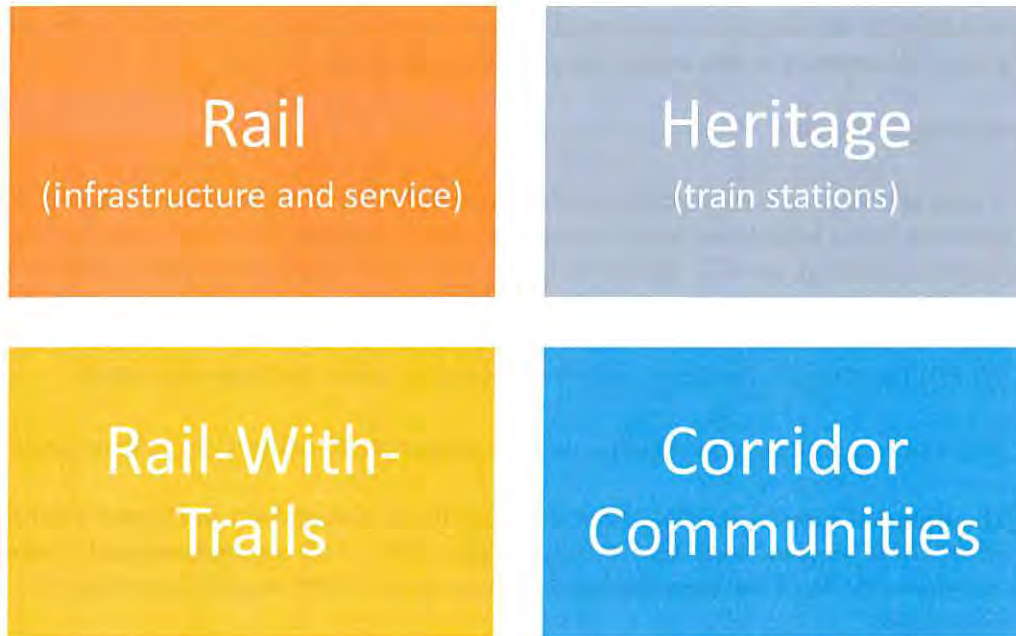
Key findings are as follows:

- A total of 438 people responded, which exceeded the ICF's goal of 400. Though a self-selection bias is introduced when surveys are openly available for completion (as opposed to random sampling), the ICF wanted to afford all residents an opportunity to provide input.
- 94.1% of respondents indicated that it was either important (8.6%) or very important (85.5%) that the rail corridor is preserved for public use in the long-term future
- 70.9% of respondents reported that they are supportive of rail service on Vancouver Island
- The strongest support for rail service was reported by respondents in Greater Victoria (93.9% of 82 respondents), the Cowichan Valley (78% of 92 respondents) and Greater Nanaimo (73.5% of 64 respondents). Port Alberni had 100% support, but only 15 respondents.¹
- Support for rail service amongst respondents was more mixed in the Comox Valley (58.2% supportive; 32.8% unsupportive of 67 respondents), and in the Parksville / Qualicum Beach area (33.4% supportive; 53.3% unsupportive of 75 respondents).
- The majority (76%) of respondents indicated that their level of support for rail service would not change if an incremental approach to rail upgrades meant that not all communities could be served initially.
- 69.1% of respondents reported they were supportive of the continued development of rail-with-trails. There is an element of support for the development of trails without rail, this appears to be strongest north of Nanaimo.
- When asked to allocate \$100 amongst the ICF's four key focus areas, respondents assigned an average (mean) of \$60.35 to rail infrastructure/service; \$32.45 to rail-with-trails, \$15.54 to heritage train stations and \$12.79 to community and charitable projects.
- For those respondents in favour of rail service, there was support for prioritizing rail repairs/upgrades and services incrementally based on economic feasibility; seeking government funding accordingly.

¹ The responses from the Alberni Valley were augmented by a written submission prepared on behalf of over 125 members of the Western Vancouver Island Industrial Heritage Society (WVIIHS), Alberni Pacific Railway (APR) and Port Sub Railroaders, The East End Track Gang (EETG) a division of the Canadian Railroad Historical Association (CRHA), and the Friends of the Port Sub (FOPS).

VI. ICF Key Focus Areas

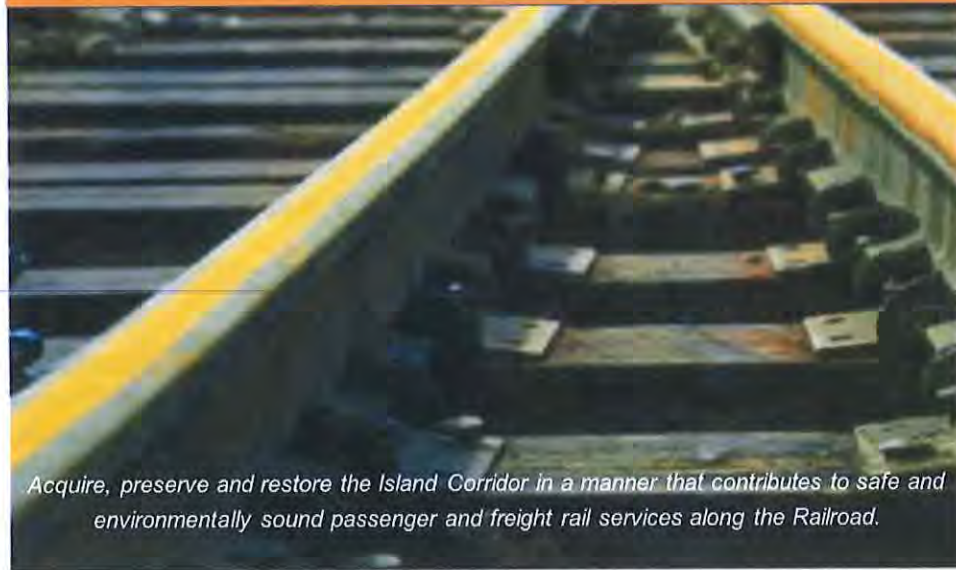
The business of the ICF is currently focused on four key areas:



In the pages that follow, the ICF defines its vision in each of the four key focus areas describing the current situation, identifying opportunities and risks, and setting out short, medium and long-term goals.

In addition to work within the four key focus areas, daily operations of the ICF include managing hundreds of land use agreements and records, administration related to board, committee and community meetings, local community relations, member/stakeholder communications, managing encroachments, drainage, graffiti, illegal dumping / solid waste and dangerous tree concerns along the corridor.

Rail – Infrastructure & Service



North-South Line (Victoria Sub) - Rail Infrastructure

The ICF acquired the railway corridor and all related assets in recognition of the corridor as a vital connection between communities, and with high levels of community support for the continuation of the railway and rail service.

During its first decade, a key focus area for the ICF was on securing the funding necessary to improve track conditions between Victoria and Courtenay based on an incremental approach to the upgrades.

This approach involved a proposal for investment in more affordable packages of prioritized infrastructure needs (immediate to long-term), undertaken in viable business segments while the ICF and SVI work to grow both the passenger and freight markets, and raise the capital required for subsequent phases.

A BC Ministry of Transportation review of a proposal for the first phase of upgrades and cost estimates was completed in 2015, and final approval of \$7.5 million in provincial funding was confirmed in July.² This approval, at the time, was part of a \$20.9 million project³ that would have restored intercity passenger (VIA) rail service for a minimum of ten years on the full length of the north-south line (Victoria Sub). Federal sign-off of the matching funds (\$7.5 million) was delayed due to the election. Then, with the change in government in October of 2015, materials and presentations had to be resubmitted to the new Minister in charge of Infrastructure Canada.

In the interim (December of 2015), the Snaw-Naw-As First Nation (located in Nanoose Bay) filed a lawsuit in the BC Supreme Court asking for the return of approximately one mile of the corridor lands that was originally expropriated in the early part of the 20th century to build the railway. The ongoing legal proceedings are complex and will likely require a significant amount of time to resolve.

² See: <https://news.gov.bc.ca/releases/2015TRAN0079-001151>

³ For details, refer to the Business Plan submitted to Infrastructure Canada at: http://www.islandrail.ca/wp-content/uploads/2016/08/Business-Case-14-11-07_Infrastructure-Canada.pdf

“The ICF has been a strong collaboration between First Nations and Regional Districts from its inception and was driven by First Nations and Local Governments alike in order to preserve the Corridor from being sold and rail being discontinued on Vancouver Island... The ICF recognizes and acknowledges the aboriginal title and rights of First Nations along the corridor in which the ICF holds a fee simple interest and strongly urges the governments of Canada and BC to justly and equitably settle with the affected First Nations with respect to that title.”

~ICF [Declaration on Aboriginal Title](#), May 2010 (excerpt)

While the ICF remains optimistic regarding long-term upgrades along the full length of the north-south line (Victoria Sub), the SVI and ICF have identified and costed a series of Phase 1 rail infrastructure options that may be pursued while efforts continue in good faith towards a negotiated settlement with the Snaw-Naw-As First Nation. This approach is aligned with the feedback form findings described in Section V, in that the focus is on improvements between Nanaimo and Victoria, and are intended to expedite the launch of specific services and products. A summary of the proposed Phase 1 infrastructure program that the Board has resolved to pursue is attached as Appendix 2. The total estimated cost of the project is \$42.7 million. Further details about the proposed Phase 1 infrastructure improvements are discussed in the next section.

Phases 2, 3 and 4 infrastructure improvements (Nanaimo to Courtenay) have also been identified, but no decisions will be finalized until the Snaw-Naw-As legal case is resolved. The feedback form results suggest that support for rail may be more mixed in the Parksville/Qualicum Beach area and in the Comox Valley, but strong in the Alberni Valley. Therefore, in addition to efforts to settle the Snaw-Naw-As claim, the ICF will also prioritize further consultation with corridor communities and members north of Nanaimo to better understand their needs and desires with respect to future use of the corridor.

North-South Line (Victoria Sub) - Rail Services

While the ICF is the title holder (on behalf of its members) of the railway corridor, the Foundation is not responsible for railway operations, which includes determining the financial viability of services offered. The ICF does, however, have a significant stake in railway operations, and the Foundation therefore works very closely with the rail operator to provide input and support.

SVI has expended resources studying various rail business cases for Vancouver Island, and continue to believe that there is potential for rail as an integrated part of transportation on Vancouver Island in the long term. SVI has undertaken economic assessments and prepared a business plan around four “pillars” of rail services, including intercity (VIA Rail) passenger service, freight service, tourism excursion trains and commuter rail. SVI’s business plan depends on the long-term success of at least three of the four pillars, with intercity passenger service being a required core service. The proposed Phase 1 infrastructure project supports the launch of the following “pillars”, most likely on an incremental or phased basis as determined by SVI:

- Intercity passenger service between Nanaimo and Victoria
- Freight service between Nanaimo and Duncan, as well as trans-load operations at Wellcox Yard

- A cruise ship excursion train between Nanaimo and Chemainus, along with possible development of other tourism excursion trains to destinations between Nanaimo and Victoria
- Commuter service between Langford (or possibly Shawnigan Lake or Duncan) and Victoria

SVI Rail Service Pillar #1 - Intercity Passenger Service (Nanaimo to Victoria)

Approximately 80% of the population of Vancouver Island lives within 5 kilometers of the rail corridor. As such, the railway offers tremendous potential as a “green” transportation alternative, and as an important physical and social connection between communities. In 2014, the ICF and SVI successfully negotiated a new Train Service Agreement with VIA Rail to restore intercity passenger service subject to incremental implementation of the rail infrastructure program. Under the new TSA, VIA will provide rehabilitated and upgraded passenger trains (including renovated interiors and bicycle storage), liability insurance and a subsidy of up to \$1.4 million per year for ten years. SVI has agreed to accept the financial risk for the service beyond the VIA subsidy amount provided, all subject to the terms provided within the new TSA.

The new TSA gives the ICF and SVI full control over scheduling of intercity passenger train service. This will enable significant improvements over the former VIA Rail service, which was limited to one daily train with one or two cars running north from Victoria in the morning and returning from Courtenay in the afternoon, carrying nearly 40,000 passengers per year. This service operated far below the potential capacity of the rail corridor.

It is anticipated that a renewed passenger service would initially seek to serve weekday southbound passengers, likely with two daily return trips from Nanaimo (morning departures) to Victoria (returning late afternoon). Based on scheduling improvements and ridership projections, SVI anticipates a maximum operating ratio of approximately 90% to begin with for intercity passenger service. Incremental growth will be sought through opportunities to serve other markets on the weekends and/or at off-peak travel hours. While these products will be based on market research and demand, possibilities include integration with corridor trail networks for cycling/hiking trips and linkages with other transportation and tour operators (bus/ferry).

SVI Rail Service Pillar #2 - Freight Service (Nanaimo to Duncan) and Trans-Load

Freight service is currently active between North Nanaimo and Wellcox Yard in downtown Nanaimo, and the Phase 1 rail infrastructure improvements will make it possible to expand service to Duncan to initially meet the demand for transporting agricultural grain feed.

Trans-load operations at Wellcox Yard are also established and growing. In 2016, SVI handled 518 freight cars at Wellcox Yard - this is expected to increase to 1,000 in 2017. Freight is shipped by SVI’s sister company, Seaspan Ferries, via SRY’S Annacis Rail Marine Terminal completed in 2012. At its New Westminster interchanges, SRY provides connections to four Class 1 railways – CNR, CPR, BNSF and UP – allowing customers to reach North America and export market destinations using



whatever route is most competitive. This is unique to SRY in the BC Lower Mainland - no other rail operator in Canada offers access to four Class 1 railways. This is a significant competitive advantage available to Island-based freight customer looking to access national and international markets, and expand their economic growth potential.

In April 2017, SVI acquired the Wellcox Rail-Marine Slip in Nanaimo from Seaspan Ferries. This will allow for unlimited access to the ramp (which was previously shared with Seaspan Ferries truck trailer drop service) and daily sailings between the Island and the Mainland. SVI projects a required capital investment of approximately \$2 million to upgrade the ramp to continue to support trans-load operations going forward.

SVI Rail Service Pillar #3 - Tourism Excursion Trains (Nanaimo to Duncan)

The Phase 1 rail infrastructure improvements will enable cruise ship excursions originating at the Nanaimo cruise ship port, along with development of special event and/or themed train excursions between Nanaimo and Victoria. A feasibility study of the cruise ship excursion train was completed in September of 2014, followed by an economic impact study in February of 2016. Both studies were funded jointly by the Nanaimo Port Authority and SVI.



The feasibility study concluded that in order to break even, the service would need to host fifteen excursion events per season, including cruise ship excursions and special events trains. Currently, the Nanaimo Port Authority books an average of five major cruise ships per year, but the facility was built to accommodate many more. The goal for the excursion train is to stabilize operations at twenty cruise ship excursions per year, and thirty special event or themed excursions. Assuming 20 cruise ship calls per year and 30 special events or themed excursions, the total economic impact in Years 1 through 5 is estimated at \$22.8 million per year, and \$5.9 million in Year 6 and beyond. The incremental impact per ship is estimated at \$300,000, and permanent job creation is estimated at 9.9 FTE.

Regarding cruise ship excursions, industry experts advised that they are popular in other destinations, and that such a unique and accessible product offering would significantly strengthen Nanaimo's appeal as a port of call. They recommended a maximum one-hour trip offering high quality hospitality and a broadly appealing destination.

“...the excursion train is a differentiator for Nanaimo in competition with other local coastal British Columbia ports that do not have such an excellent shore excursion capability right dockside, and thus generates a superior economic impact for the region.” Tourism Excursion Train Economic Impact Study

SVI Rail Service Pillar #4 - Commuter Rail (Langford to Victoria)

As of the date of this plan discussions continue on the possibility of an inter-municipal commuter train service from Langford to Victoria. The initiative involves four municipalities (Victoria, Langford, View Royal and Esquimalt) along with the Capital Regional District and the owner of Focus Equities, the developer behind Bayview Place in Victoria and the Westhills development in Langford.

In early March 2017, the Province of BC announced the establishment of a working group to provide input on a feasibility study of the proposed commuter service. The working group involves representatives from the Ministry of Transportation, local government, BC Transit, the Victoria Regional Transit Commission (VRTC), BC Safety Authority and SVI. The study is scheduled for completion in the summer of 2017. The Songhees and Esquimalt First Nations have been invited to participate in the working group.

The ICF and SVI are actively working to support the ongoing efforts of the local communities. If a service is established, the Foundation would also contribute land for construction of a platform station and park & ride facility in the Westhills community.

East-West Line (Alberni Sub) - Rail Infrastructure

The east-west (Alberni Sub) line is active and remains an integral part of the ICF's vision of a 'rail bridge' linking the port at Port Alberni and the Nanaimo port at the Wellcox yard. A tremendous amount of volunteer work on the part numerous local groups and organizations has been invested on the line, specifically between Parksville and Coombs, and also between Port Alberni and the McLean Mill National Historic Site. The Foundation and SVI continue to support these efforts, most recently by providing professional advice regarding track and bridge requirements, assisting the City of Port Alberni with a track maintenance plan, and through the 2010 Freight Opportunity Investment Study.

Recent efforts have succeeded in bringing together the previously independent railroad organizations within the region in mutual support of a single entity to raise funds for the preservation of the rail line. Funds raised are to be used solely for track and bridge upgrades to initially maintain the steam train, speeder and hi-rail access, the operators of which assist with ensuring the line remains clear and free of brush, rock slides and other hazards. There is also a plan to use the single voice of the unified organizations to make recommendations to the ICF in the future on where specific upgrading of the line should take place and with what priority.

East-West Line (Alberni Sub) - Rail Services

A successful tourist train is in operation on the line - the Alberni Pacific Railway steam train carries passengers approximately 10 kilometers between the City's historic train station and the McLean Mill National Historic Site, which features a rare, surviving example of an early 20th century sawmill and logging operation. The site is accessible by road and rail, however the steam train ride is aimed at significantly enhancing the visitor experience. The steam train service is operated in partnership by the Western Vancouver Island Industrial Heritage Society and the McLean Mill Society, under an agreement with the ICF. The McLean Mill Society is actively positioning itself as the number one visitor attraction on Vancouver Island through the development of a unique "back-in-time" visitor experience and high-quality visitor services, activities and facilities that complement and strengthen the appeal of the McLean Mill National Historic Site as a tourist destination. The Society is also promoting the steam train and mill site for special events, including seasonal/holiday festivities and weddings.

The Alberni Pacific Railway steam train and McLean Mill stand to benefit from increased cruise ship traffic to Nanaimo in that it offers a distinct, heritage-focused visitor experience much different than the activities contemplated as part of the Nanaimo excursion train. Further, the average number of passengers per cruise ship call is 1,500. The Nanaimo excursion train could accommodate approximately 200 passengers, leaving an estimated 1,300 (per cruise ship call) seeking other Island experiences within a one-hour transportation range, which would include Port Alberni.

Also active on the Alberni Sub is the Western Vancouver Island Industrial Heritage Society's annual hosting of the Motorcar Operators West - a California-based group of railroad "speeder" car enthusiasts, who complete a round-trip jaunt by rail from Parksville to Port Alberni. Historically, speeder cars were used to take rail workers to repairs on the line or to undertake track inspections. The Society also regularly hosts the British Columbia Institute of Technology's Conductor Training program - each term, students spend up to three days in Port Alberni for immersive practical experience on the railway.



BCIT students on Western Vancouver Island Industrial Heritage Society's 1954 ALCO diesel electric locomotive in June, 2017. (Photo from WVIHHS)

Opportunities

- The survey findings (see Section V) support an incremental approach to infrastructure upgrades and services on the north-south line (Victoria Sub), particularly between Nanaimo and Victoria, and also on the east-west line (Alberni Sub).
- The ICF had previously confirmed federal, provincial and regional funding commitments. Those funding commitments are now on hold due to the Snaw-Naw-As legal claim.
- A new Train Service Agreement with VIA Rail to restore and improve intercity passenger service is in place.
- Rail operator SVI is very supportive of the restoration of rail on Vancouver Island, and has made numerous contributions above and beyond the commitments and responsibilities outlined in the operating agreement.
- SVI's flexible business plan is comprised of four "pillars" of rail service, which can be phased or packaged based on market demand and public interest.
- The east-west line (Alberni Sub) is active, and benefits from significant involvement by local volunteers who are highly supportive, active and engaged in preserving rail along that particular line. Both the McLean Mill (Alberni Pacific Railway) steam train and annual speeder car events boost tourism to the region and there is potential for growth.
- The demand for trans-load freight operations is growing, and SVI offers unique and invaluable connections to the Mainland (and onwards to national and international markets) for Island-

based freight customers via their rail marine terminal on Annacis Island and in partnership with sister company Seaspans Marine Corporation.

- Feasibility and economic impact studies related to the development of tourism excursion (cruise ship excursions and special event/themed trains) on the north-south line (Victoria Sub) are positive, and the Alberni Pacific Railway steam train is an integral component of the McLean Mill Society's strategic and operational plans.
- The working group established to review the commuter service between Langford and Victoria is organized and making progress. Rail is an environmentally-friendly form of transportation with potential to ease traffic congestion and reduce emissions in the Capital region and beyond.

Risks

- Senior government funding being declined or significantly delayed due to the Snaw-Naw-As legal claim could impact rail infrastructure program. This is mitigated by continued efforts to reach a settlement with the Snaw-Naw-As First Nation and an incremental approach to infrastructure upgrades that focuses on a smaller section (between Nanaimo and Victoria, as opposed to the entire north-south line) to support the launch of specific products while negotiations are ongoing.
- Delays have caused concern amongst ICF communities and membership. While Regional District member contributions towards the bridge and structural repairs were at one time confirmed, that situation has now changed with Nanaimo Regional District opting out in 2015.
- The Snaw-Naw-As case has presented challenges for the ICF's relationships with other First Nation corridor communities. The ICF must continue with efforts to build trust and strengthen relationships through regular communications and collaboration in areas of community interest and concern.
- If senior government funding is approved and the rail infrastructure project commenced, the long-term sustainability of rail service depends on the ability of the rail operator and the Foundation to establish and grow at least three of the four service "pillars" (intercity passenger, commuter, tourism and freight). This is mitigated, however, by the fact that SVI's business plan is flexible and can be implemented using several different combinations of service scenarios.
- Survey results in terms of support for rail were not as strong in the regions north of Nanaimo - Comox Valley respondents were mixed (58.2% supportive; 32.8% unsupportive of 67 respondents), and respondents from the Parksville / Qualicum Beach area were generally not supportive (33.4% supportive; 53.3% unsupportive of 75 respondents). As removal of the railway would be a decision not easily or affordably reversed, it would require extensive consultation and engagement with ICF members and local communities throughout the region to more accurately and reliably determine their preferences for the corridor.
- Ongoing work and activity on the Alberni Sub depends, to a significant degree, on the continued involvement of several local organizations and hundreds of volunteers. There may be some risk associated with whether this level of volunteerism can be sustained in the long-term. This is mitigated by the fact that the key organizations currently have the support of local government, and the McLean Mill Society recently hired a full-time Executive Director and published a five-year, growth-oriented Strategic Priorities and Operations plan.

Goals

Goals – Rail Service & Infrastructure	<u>Timeline</u> Short Term = 1 to 2 years Medium Term = 3 to 5 years Long term = 5+ years
1.1 Prepare and resubmit funding proposal to the Government of Canada (Infrastructure Canada) and the Province of BC (Ministry of Transportation and Infrastructure) for the proposed Phase 1 infrastructure program. (see Appendix 2)	Short-term/Immediate
1.2 Reconfirm funding contributions from impacted regional districts (CRD, CVRD) within the Phase 1 infrastructure program service area.	Short-term/Immediate
1.3 Confirm ACRD funding commitments for track improvements on the east-west line (Alberni sub).	Short-term
1.4 Engage with impacted First Nations within the Phase 1 infrastructure program area concerning interest in/design of safety, sight & sound barriers.	Short-term
1.5 Reconfirm agreement with VIA Rail for intercity passenger service.	Short-term
1.6 Continue working towards a settlement on the Snaw-Naw-As legal case.	Ongoing
1.7 Finalize long-term operating licence agreement with SVI.	Short-term
1.8 Commence Phase 1 infrastructure upgrades.	Short to Medium-term (depending on funding)
1.9 Approve the phased launch of rail services on the north-south line (Victoria Sub) in collaboration with SVI.	Short to Medium-Term (depending on funding)
1.10 Work with SVI to implement First Nations scholarship and employment program. (also listed as a goal under “Corridor Communities” section)	Short to medium term, subject to infrastructure funding
1.11 Undertake further consultation and engagement with communities north of Nanaimo, including Port Alberni, to better determine their priorities, preferences and desires with respect to rail service and future use of the corridors.	Medium-Term
1.12 Assist in strengthening the operating arrangements amongst the McLean Mill Society, Alberni Pacific Railway and SVI.	Ongoing
1.13 Encourage a comprehensive study of rail freight opportunities on the Alberni sub (including the reduction of truck traffic on the Alberni Highway) for current industrial operations in the Alberni Valley. This involves a coordinated approach with SVI, the Port Alberni Port Authority, the Nanaimo Port Authority and the BC Ministry of Transportation.	Medium to Long-term

Heritage – train stations

Preserve archeological resources, historic landmarks, structures, artifacts and historic routes along the Island Corridor for historical purposes and for ongoing and future use by the community.



Heritage

Overview / Current Situation

Station revitalization and upgrades is another key focus area for the ICF, recognizing that the buildings provide a unique opportunity to develop a meaningful heritage showcase linking communities up and down the corridor. During the peak operating years, there were more than fifty stations along the Corridor, all of which have stood witness to historic events that have shaped Island communities over the past century.

There are seven stations located in Duncan, Ladysmith, Nanaimo, Parksville, Port Alberni (owned by the City of Port Alberni), Qualicum Beach and Courtenay, and all except for two (Ladysmith and Parksville) have been formally designated as heritage sites through federal or provincial legislation. Current uses are as follows:

Station	Current Use	Tenants
Duncan	Museum	Community / Non-Profit
Ladysmith	Vacant	Not Applicable
Nanaimo	Restaurant (2 nd unit currently available for lease)	Commercial (net lease revenue of \$93,565 in 2016)
Parksville	Pottery Studio	Community / Non-Profit
Port Alberni	Port Alberni Steam Train to McLean Mill National Historic Site	Community / Non-Profit
Qualicum Beach	Municipal Office Use	Community / Non-Profit
Courtenay	Vacant (intent to blend commercial and non-profit uses pending completion of renovations)	Not Applicable

Where the use is community / non-profit, the premises are typically leased for a nominal annual fee, in exchange for ongoing maintenance and upkeep, or similar terms.

Opportunities

- The survey findings suggest moderate support for continued station revitalization and upgrades in collaboration with local communities, particularly to prevent decay and where grants may be available. There is interest in expanding commercial leases and providing food/beverage services and washroom amenities within the stations.
- The heritage train stations throughout the corridor are generally important to communities.
- The successful rebuilding project in Nanaimo has yielded important lessons learned, particularly with respect to restoration of heritage buildings. The ICF is pleased to have worked with a knowledgeable and experienced Island-based contractor (Tectonica Management Inc.) in all three station renovation projects.
- Heritage revitalization projects can often leverage provincial and/or federal grant funding, particularly where they involve partnerships and improve community use of historic buildings. The Cowichan Valley Historical Society (tenant in the Duncan station) recently received confirmation of an \$81,000 grant for museum entrance improvements and the development of two cultural galleries.
- Commercial lease revenue from the Nanaimo train station is an important revenue stream for the ICF. Inclusion of commercial lease spaces in future station restoration projects, perhaps blended with community non-profit spaces, is an important opportunity for generating revenue to manage and maintain the assets (stations) in the long-term.
- Potential for new local community station stops to respond to recent growth and development – for example, in Oyster Bay, a master-planned community on Stz’uminus First Nation land just north of Ladysmith.



The Courtenay Rotary Club recently completed critical upgrades at the Courtenay train station, including a new roof and upper siding. The ICF is now working to partner with another local organization to complete interior renovations and attract new tenants.

Nanaimo Trail Station Restoration

Before (following the fire of 2007)



After



Risks

- The capital resources of the Foundation for station renovations and upgrades are limited; projects depend on the ICF’s ability to source partnerships with communities and/or the private sector. Where local volunteers are involved, the commitment level can become onerous and project demands can sometimes exceed volunteer capacity. This is an important consideration for project planning and partnerships.
- Several stations along the Corridor are in a state of disrepair, and require major upgrades if they are to be restored to a useful condition.
- While there may be room in the market for lease increases, particularly where stations have been improved, the financial resources of community /non-profit tenants are typically limited. Blending of multiple uses (commercial and community /non-profit) within stations may be a way of mitigating this challenge.
- The survey findings also suggest that while corridor communities may support work in this area, some feel that efforts should be limited and the main focus should be rail infrastructure improvements and the restoration of service.

Goals

Goals – Heritage (train stations)	Timeline
	Short Term = 1 to 2 years Medium Term – 3 to 5 years Long term = 5+ years
2.1 Work with the City of Duncan and Cowichan Valley Historical Society to complete station upgrades.	Short Term (underway)
2.2 Collaborate with local communities and partners/stakeholders to establish a new Victoria terminus station.	Short term, subject to infrastructure funding and launch of commuter/intercity service
2.3 Secure local partnership(s) in Courtenay to complete Phase 2 of the station upgrades and establish tenancy.	Short to Medium Term
2.4 Obtain building assessments and explore possibilities for local partnerships to improve the Ladysmith station.	Medium Term, unless approached directly by willing partners.
2.5 In partnership with the local community, research alternate use opportunities for the Qualicum Beach train station.	Medium-term.
2.6 Initiate discussions with local communities where recent or projected growth/development may warrant a new local station stop, including (if there is interest) Stz’uminus (Oyster Bay), Songhees and Halalt First Nations.	Short-term, subject to funding for Phase 1 infrastructure program.

Rail-With-Trails

Create trails, parks, gardens, greenways and other public areas along the length of the Island Corridor.



*“Trail development has never been an ‘either/or’ scenario for the ICF; it’s always been rail **with** trails, and we are truly fortunate to be working with a rail operator that supports us in that.”*

~ Andre Sullivan, Chair – Nanaimo Region Rail Trail Partnership

Trails

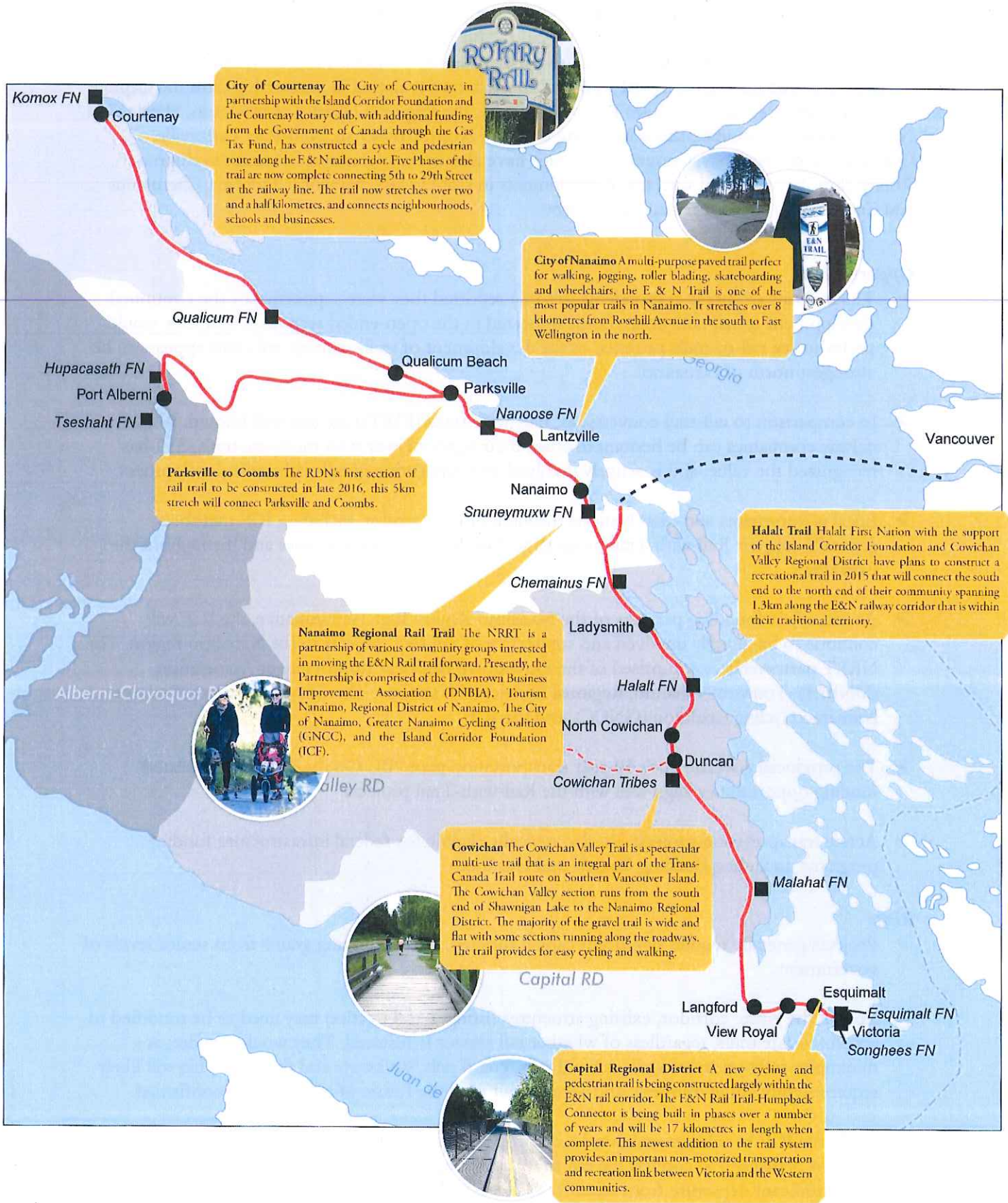
Overview / Current Situation

Over the past decade, the ICF has worked closely with corridor communities to create a larger system of rail-with-trails, linking communities and rural areas along the 290-kilometre corridor. Corridor communities generally support the development of rail-with-trails, recognizing the tremendous value for recreation opportunities and promotion of active transportation.

Rail-with-trail projects make efficient use of rail rights-of-way, transforming often under-utilized spaces into active, non-motorized, multi-use transportation corridors. If well designed; with appropriate setbacks, separations and crossings; rail-with-trails can provide many benefits to both operators and the communities through which the rights-of-way run. Along with this opportunity comes the task of ensuring consistent design, covering all aspects of trail development with the additional challenge of ensuring safety for both rail and trail users. To that end, the ICF and SVI collaborated on the development [Rail-with-Trail Design Guidelines](#) in 2009.



Rotary Trail in Courtenay



Many projects have been completed or are underway, including the new Parksville/Coombs trail which was officially opened on October 14, 2017. The Foundation is actively working with other local governments bordering the corridor to develop similar projects. The Parksville/Coombs trail To date, over 105 kilometers of rail-with-trails have been developed in partnership with the Capital Regional District, Cowichan Valley Regional District, the Regional District of Nanaimo, Halalt First Nation and several municipalities including Duncan, North Cowichan, Nanaimo, Lantzville, Qualicum, and Courtenay. Community groups have also been instrumental in trail development. Rotary clubs have assisted with trail developments in Cobble Hill, Nanaimo, Duncan, Chemainus and Courtenay. The most recent trail project

Opportunities

- The majority of survey respondents (69.1%) reported they were supportive of the continued development of rail-with-trails. Some indicated in the open-ended responses that they would prefer to see rail-to-trails projects, or the development of trails without rail - this appears to be strongest north of Nanaimo.
- In comparison to rail-trail conversions, rails-with-trails (RWTs) are less well known. While railway companies can be hesitant to share their rights-of-way with multi-use trails, SVI has recognized the value, and is actively involved and supportive of rail-with-trails development.
- Local governments and First Nations throughout the corridor, including ICF members, generally support Rail-with-Trail projects, within their own communities and throughout the Corridor.
- As one of six founding partners of the Nanaimo Region Rail Trail initiative, the ICF will continue to be directly involved and supportive of rail trail projects in the Nanaimo region. The NRRT partnership is comprised of the Downtown Business Improvement Association (DNBIA), Tourism Nanaimo, Regional District of Nanaimo, The City of Nanaimo, Greater Nanaimo Cycling Coalition (GNCC), and the ICF.
- The provincial government's 10-year transportation plan "BC On the Move" and related funding opportunities align well with the Rail-with-Trail projects.
- Active transportation projects are also typically eligible for federal infrastructure funding programs, including Building Canada and Gas Tax.

Risks

- Projects generally require significant capital funding, often requiring grants from senior levels of government.
- To link the entire corridor, existing structures (bridges and trestles) may need to be modified to accommodate trails, regardless of whether rail service is restored. They would require, at a minimum, safety features such as hand rails, guard rails, walkways and flooring. This will likely require significant investment, and should wait until the future of rail service is confirmed.
- While the ICF has always embraced a rail-with-trails approach, there is a movement (primarily north of Nanaimo) to convert the rail to trails. Though not a risk to trail development, it would be a significant departure from current practices, with lasting consequences for rail. Further exploration of this concept would require extensive consultation and engagement with ICF

members and local communities throughout the region to more accurately and reliably determine the level of public support.

Goals

Goals – Rail-with-Trails	<u>Timeline</u> Short Term = 1 to 2 years Medium Term = 3 to 5 years Long term = 5+ years
3.1 Collaborate with local communities on completion of rail-with-trail projects (ongoing), including the Maplebank and Hallowell Road connector in the CRD.	Short-term/immediate
3.2 Bring together all agencies involved in trail development on the Island to develop a full picture of trails constructed, gaps to be completed and connecting trails to the Island Corridor trail.	Medium term
3.3 Promote an Island Trail Strategy with partner organizations, such as the Tourism Association of Vancouver Island and the Vancouver Island Economic Association.	Medium Term
3.4 Support local community economic development opportunities related to trail projects, including (but not limited to) potential for camping, food & beverage, bike repairs etc. Efforts in this aspect will focus mainly on First Nations communities.	Medium term
3.5 Undertake further consultation and engagement with communities north of Nanaimo to better determine their priorities, preferences and desires with respect to rail service and future use of the corridor. (also under Rail Infrastructure and Services goals)	Medium-Term



Corridor Communities

Overview / Current Situation

The original Business Plan for the Foundation (2005-2009) prioritized two specific charitable activities for implementation – they included trail development and assisting First Nations communities throughout the corridor with service development enterprises. Trail development has grown to become a major focus area during the past decade, as detailed in the previous section. The ICF has developed two First Nations employment initiatives, which could be implemented in conjunction with the first phase of the rail infrastructure program. Both programs are specifically designed to facilitate permanent, full-time employment opportunities for local First Nations communities. The programs include:

1. A **First Nation trackman training and employment program** - this program is subject to funding being secured for rail infrastructure capital projects. It will consist of several weeks of training, including classroom and onsite. Successful graduates could be employed in the construction project and then with SVI for ongoing rail maintenance. Approximately 10 permanent FTE positions could be filled directly from this training program.
2. A **conductor/engineer scholarship program** specifically for members of corridor First Nations communities. It is estimated that SVI could hire 6 permanent conductor/engineers directly from this program. SVI is willing to commit \$20,000/year over 3 years to support the scholarship program.

The ICF has also made initial inquiries of First Nations aggregate resources in consultation with First Nations communities throughout the corridor. The purpose is to ensure that wherever possible, materials required to complete the rail infrastructure upgrades are sourced locally and to the economic benefit of local First Nations communities. Shipping of First Nations aggregate resources by rail to the Capital Regional District also offers significant potential for long-term, sustained economic benefits.

Highlights of other recent community-focused and/or charitable activities undertaken by the ICF include:

- Ongoing emphasis on strengthening relationships and communications with First Nations communities primarily through the ICF's First Nation Liaison, who maintains a close connection with Band Councils on behalf of the ICF, as well as attending important community events and cultural celebrations in First Nations communities throughout the corridor.
- Partnering with community groups to restore the Courtenay and Nanaimo train stations (see Heritage – train stations section).
- Becoming one of six founding partners in the Nanaimo Region Rail Trail Association, a partnership of various community groups interested in moving the rail trail project forward in the Nanaimo region.

- The 'Island Explorer Excursion Train' owned by the West Coast Railway Association was on display at the Historic Nanaimo Train Station for two days in April, 2016 to mark the 130th anniversary of rail on Vancouver Island. The Nanaimo Port Authority, Southern Rail and the ICF hosted the event, with the support of several generous sponsors. Four sold-out rides on the historic F Series train took place Friday, providing fundraising opportunities for four charities – Cystic Fibrosis Canada; Big Brothers Big Sisters Central Vancouver Island; Nanaimo Travellers Lodge and the Young Professionals of Nanaimo.



The Island Explorer Excursion Train – four sold-out rides to mark the 130th Anniversary of rail on the Island benefitted four charities.

- Ongoing work with First Nations within the corridor to identify areas requiring safety, sight and sound barriers to reduce the impact of future train service in local communities.
- Support for the Western Vancouver Island Industrial Heritage Society's annual hosting of the Motorcar Operators West, a California-based group of railroad "speeder" car enthusiasts, who complete a round-trip jaunt by rail from Parksville to Port Alberni. Historically, speeder cars were used to take rail workers to repairs on the line or to undertake track inspections.
- Communities throughout the corridor have taken advantage of the opportunity to install public utilities such as water and sewer lines. The ICF does not charge communities for the use of the corridor for public utilities, and where it's feasible to do so, it can offer significant efficiencies and cost-savings over installation that would otherwise disrupt built infrastructure (e.g. roads, buildings, green space, etc.) Other utilities installed within the corridor to support Vancouver Island communities include natural gas, hydro and fibre-optic cables.

- Support for Vancouver Island emergency preparedness and response – in the past, SVI has stationed five tanker cars holding over 350,000 liters of water throughout the corridor during wildfire season, which are available to assist the province with wildfire and interface fire response as needed, particularly in remote areas. To the extent that the rail line compared to highway system, the corridor would also be available following a major earthquake for evacuation and/or transport of critical supplies.

Maintaining a strong connection with corridor communities, and supporting local initiatives and priorities that align with the Foundation’s objectives will continue to be a key focus area for the ICF.



Speeder cars at the Port Alberni train station.

Opportunities

- Implementation of First Nations employment programs can begin immediately with the first phase of the rail infrastructure program.
- The survey findings included numerous community project ideas and suggestions for the ICF’s consideration.
- The ICF has indicated its intent to contribute land for construction of a rail platform and Park & Ride facility at the Westhills station facility in support of the local effort to establish a commuter service between Langford and Victoria.
- Potential to install more utilities within the corridor, providing important infrastructure for corridor communities; private for-profit utilities can also help to increase/diversify the Foundation’s revenue sources.
- SVI recognizes and is committed to supporting the community and charitable aspects of the publicly-owned ICF, which vary significantly from privately-owned railroads and to the benefit of Island communities.

Risks

- As there is no shortage of ideas for community and charitable projects, the ICF must continue to identify and prioritize specific projects, being mindful of the Foundation’s capacity and priorities, project location (not favouring any region or community), opportunities for leveraged funding and potential for local involvement and contributions (in-kind or financial).
- Though survey respondents offered many ideas, there were also several suggestions to limit the ICF’s involvement in community projects, focusing instead on improving rail infrastructure and services.

Goals

Goals – Corridor Communities	<u>Timeline</u> Short Term = 1 to 2 years Medium Term – 3 to 5 years Long term = 5+ years
4.1 Work with SVI to implement First Nations scholarship and employment program.	Short to medium term, subject to infrastructure funding.
4.2 Complete legal requirements for land contribution to support construction of a rail platform and Park & Ride facility at the Westhills station facility.	Short term, subject to infrastructure funding.
4.3 Continue efforts to improve communications and outreach through website publishing, social media engagement, member /community presentations and attendance at or hosting of community events.	Ongoing.
4.4 Inventory suggestions and ideas provided in the online survey for future consideration by the Board, as resources become available.	Short term.
4.5 Explore opportunities in both the public and private sectors to increase utility installation in the corridor.	Medium term, unless opportunities arise in the short term.

VII. Financial Analysis

The ICF is a financially self-sustaining, non-profit charitable Foundation. Audited annual financial statements are available on the Foundation's website under "Financial Reporting".

A five-year budget is presented below – note that this budget has been prepared using a "no railway" scenario, as that is the current situation. The budget will be amended to a "with railway" scenario if/when government funding is approved and a long-term agreement can be finalized with the rail operator.

Island Corridor Foundation - 5 Year Budget (Without Railway)

REVENUES	Year 1	Year 2	Year 3	Year 4	Year 5
Telus Lease	330,000	330,000	330,000	330,000	330,000
Fees & Leases	200,000	200,000	200,000	200,000	200,000
Total	\$530,000	\$530,000	\$530,000	\$530,000	\$530,000
EXPENDITURES					
Planning	5,000	5,000	5,000	5,000	5,000
Engineering	20,000	20,000	20,000	20,000	20,000
Legal	75,000	75,000	50,000	30,000	30,000
Insurance	35,000	35,000	35,000	35,000	35,000
Salaries	146,000	146,000	146,000	146,000	146,000
Administration	48,000	48,000	48,000	48,000	48,000
Board Expenses	18,000	18,000	18,000	18,000	18,000
Travel	6,000	6,000	6,000	6,000	6,000
Audits & Accounting	20,000	20,000	20,000	20,000	20,000
Property Taxes & User Fees	10,000	10,000	10,000	10,000	10,000
Communication	20,000	20,000	20,000	10,000	10,000
Office Expense	15,000	15,000	15,000	15,000	15,000
Alberni Subdivision Rail Maintenance	20,000	20,000	20,000	20,000	20,000
Maintenance of Way	15,000	15,000	15,000	15,000	15,000
Contingency	20,000	20,000	20,000	20,000	20,000
Total	\$473,000	\$473,000	\$448,000	\$418,000	\$418,000
 Surplus Funds	 \$57,000	 \$57,000	 \$82,000	 \$112,000	 \$112,000

VIII. Critical Success Factors

With the support of Island communities, Foundation members and a committed rail operator, the Island Corridor Foundation has grown and developed over the past decade into a self-sustaining, registered Canadian charity responsible for over \$330 million worth of rail corridor assets on behalf the local governments and First Nations that participate in shared ownership. Rail service is active within the corridor, and the ICF's initial focus on establishing contribution and service agreements, and assisting the rail operator with assessments of a broad range of rail opportunities has set the stage for significant growth in the years ahead.

As outlined, the ICF has identified four focus areas to improve and sustain rail and related services in the coming years, and the following factors have been identified as critical to those efforts

1. Rail operator - ensuring a long-term commitment (through a long-term operating licence agreement) with Southern Rail of Vancouver Island to maintain and expand rail service opportunities is critical to the long-term sustainability and growth of rail on Vancouver Island.
2. Rail infrastructure - securing funding towards the first phase of the rail infrastructure program on the north-south line between Nanaimo and Victoria is critical to the restoration of the railway and rail service. Project scope must be balanced with the need to resolve the Snaw-Naw-As Nation legal case in a manner that is consistent with the ICF's Declaration on Aboriginal Title and that respects and maintains positive relationships with ICF members and corridor communities. Support for rail infrastructure upgrades and service north in the Parksville/Qualicum Beach area and the Comox Valley appears, based on the survey results, to be more mixed. Further consultation and engagement will be required to better understand local community preferences.
3. Rail services – SVI's business plan depends on three of the four rail service "pillars" being successful in the long-term. These include intercity passenger (as the core service), freight, commuter and tourism excursions. Increased and sustained profitability for the rail operator is key to the long-term retention and renewal(s) of ICF's agreement with SVI. This is mitigated in the short-term by the fact that SVI's business plan is flexible and can be implemented using several different combinations of service scenarios. Although intercity passenger service is considered to be a "core" service, it could be phased in beginning with service between Nanaimo and Victoria. The other three "pillars" or products (commuter, tourism excursion, freight) may be phased depending on market demand and public interest.
4. Rail-With-Trails – this has been an area of much success during the Foundation's first decade. Continued development of rail-with-trail projects in collaboration with local communities and the rail operator depends on strong working relationships amongst all parties, and (in most cases) availability of senior government funding opportunities. It is also critical that the ICF continue to communicate the message that rail-with-trail development is not mutually exclusive; that the railway does not need to be decommissioned in order for trail development to continue throughout the corridor; and that corridor communities are very fortunate to be working with a rail operator that supports the development of both. The ICF acknowledges that there is an element of support for rail-to-trail conversion, and that this appears to be concentrated primarily in areas north of Nanaimo – the full financial and operational impacts of any such initiatives would need to be carefully analyzed in consultation with local communities and within a broader discussion related to the future of rail service and corridor utilization.

5. Community and Member Relations – negotiation of contribution (funding) agreements with all levels of government and related service agreements (SVI and VIA Rail) requires a tremendous amount of time and effort, and lengthy delays are not unusual. The Foundation has successfully negotiated several complex agreements over the past decade in support of the rail infrastructure project and restoration of rail service, but the process has encountered many delays. Due to this, an element of frustration is evident amongst corridor communities and the public. To retain and increase public support, it is critically important that the Foundation retains its First Nations Liaison and continues its efforts to improve communications (e.g. recent efforts include website enhancement, hosting of Community Roundtables, establishing the Local Government Liaison program and opening of the AGM to the public) and continues its work to secure capital funding as soon as possible.

APPENDIX 1 – ICF Feedback Form Results

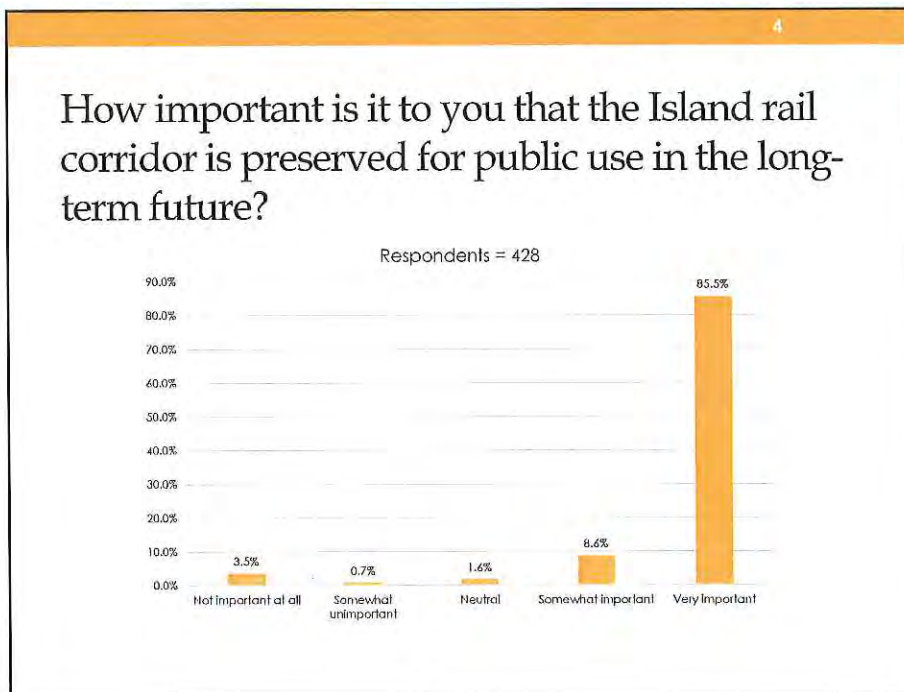
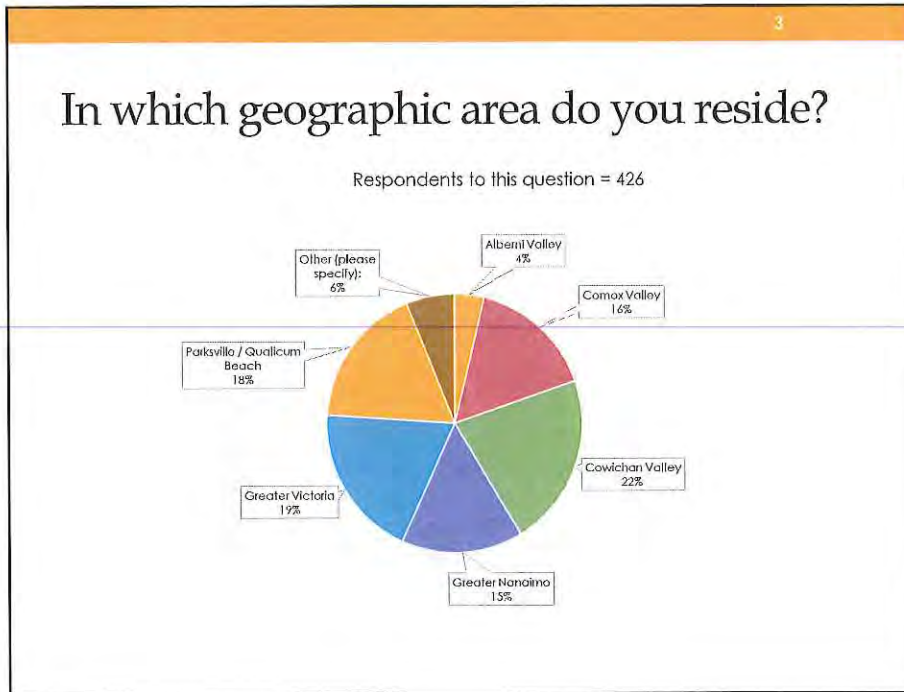
ISLAND CORRIDOR BUSINESS PLAN UPDATE

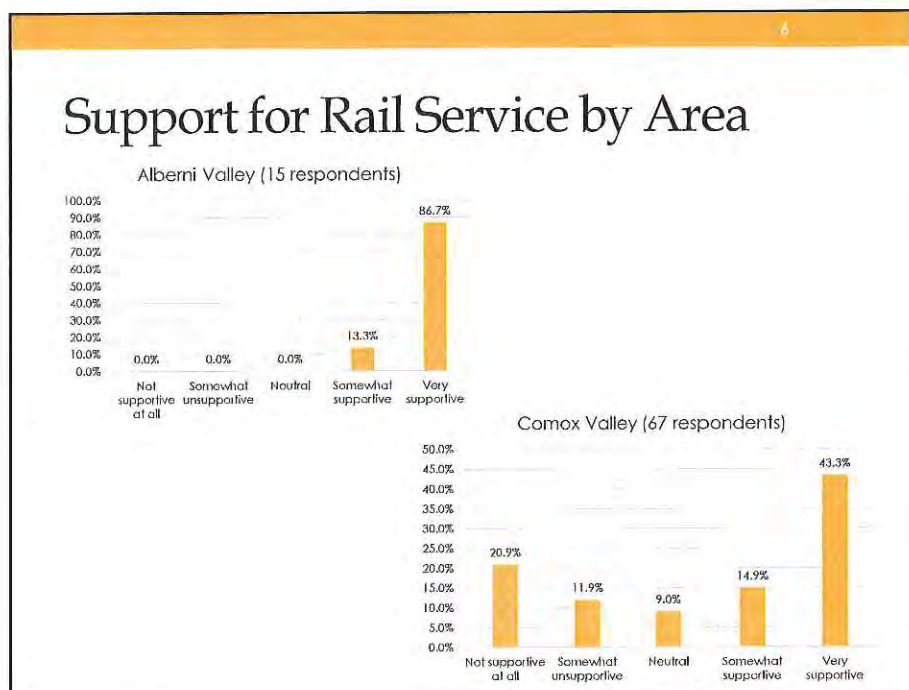
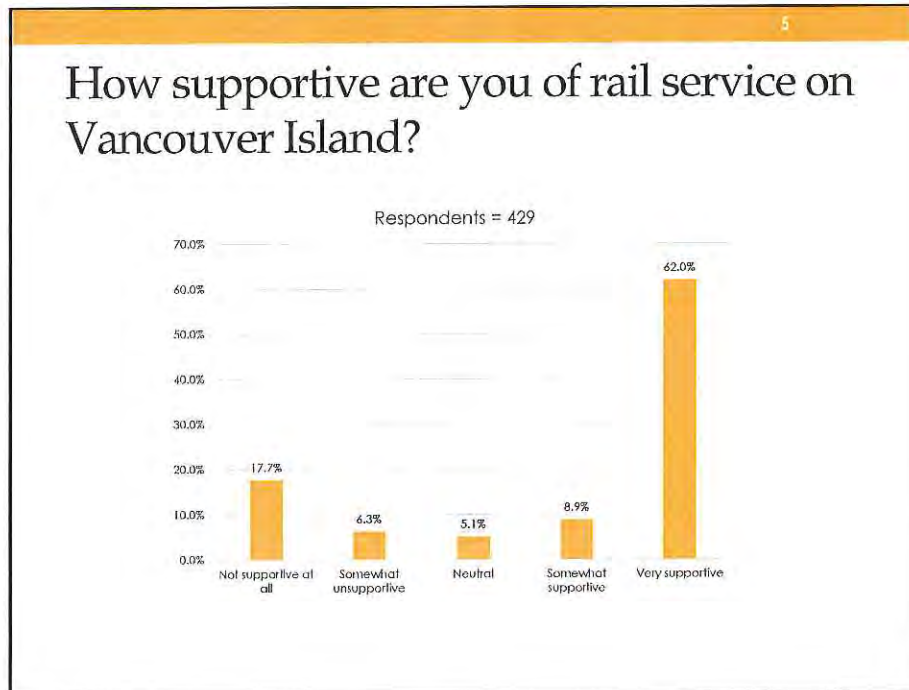


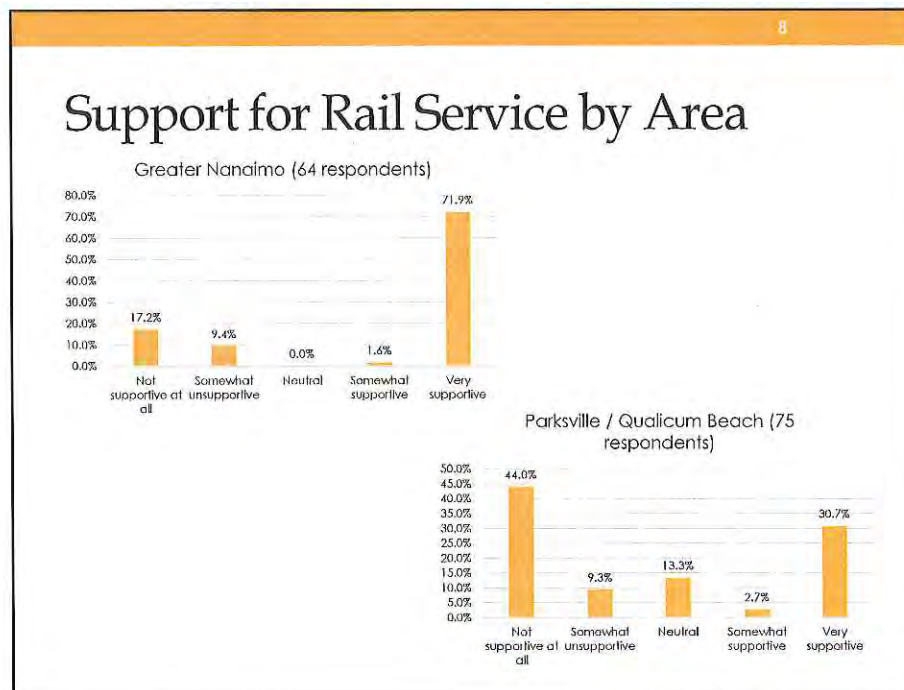
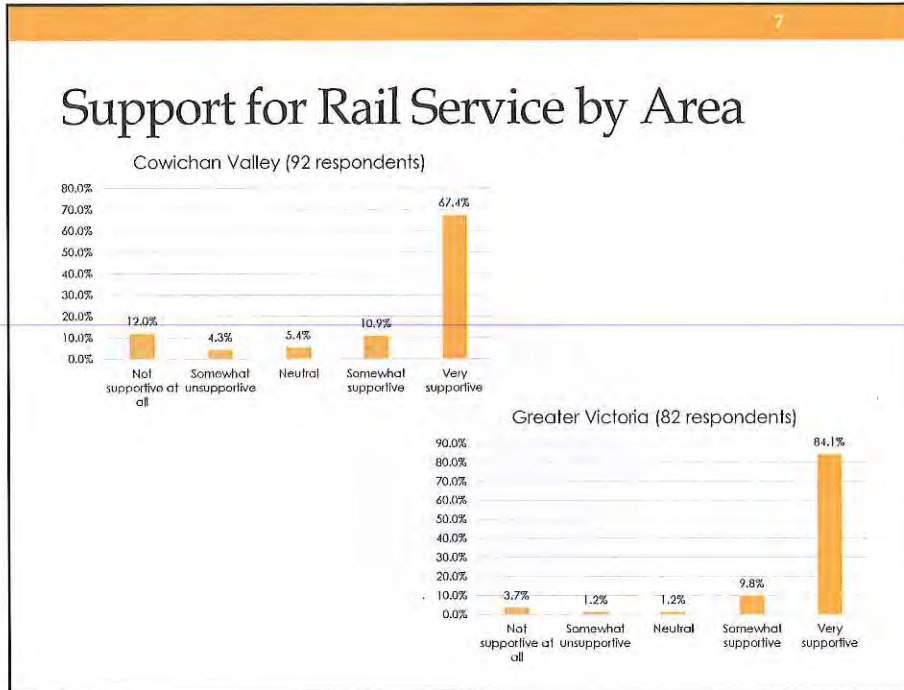
Feedback Form Results – May, 2017

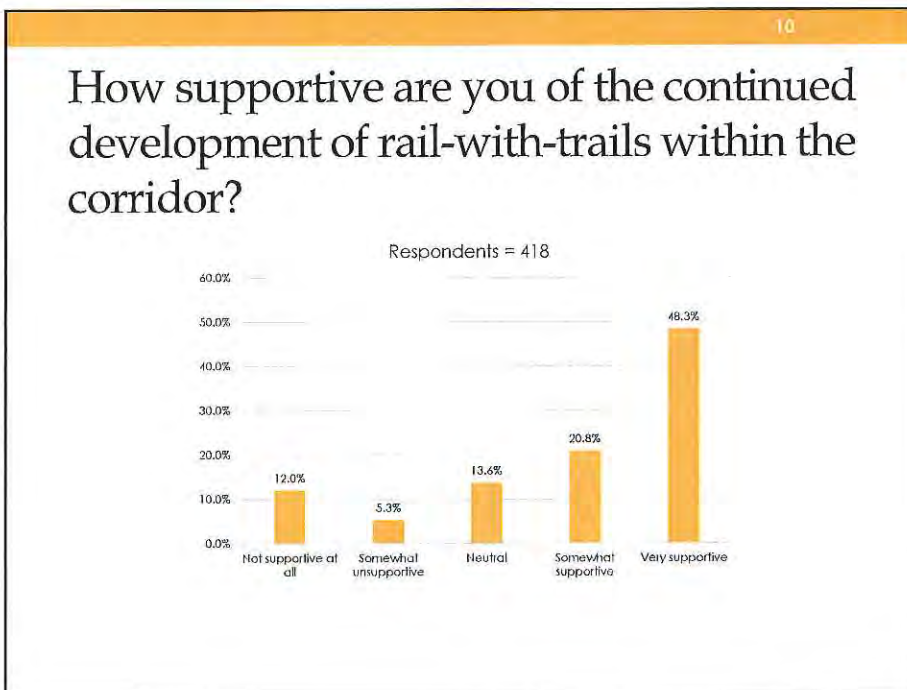
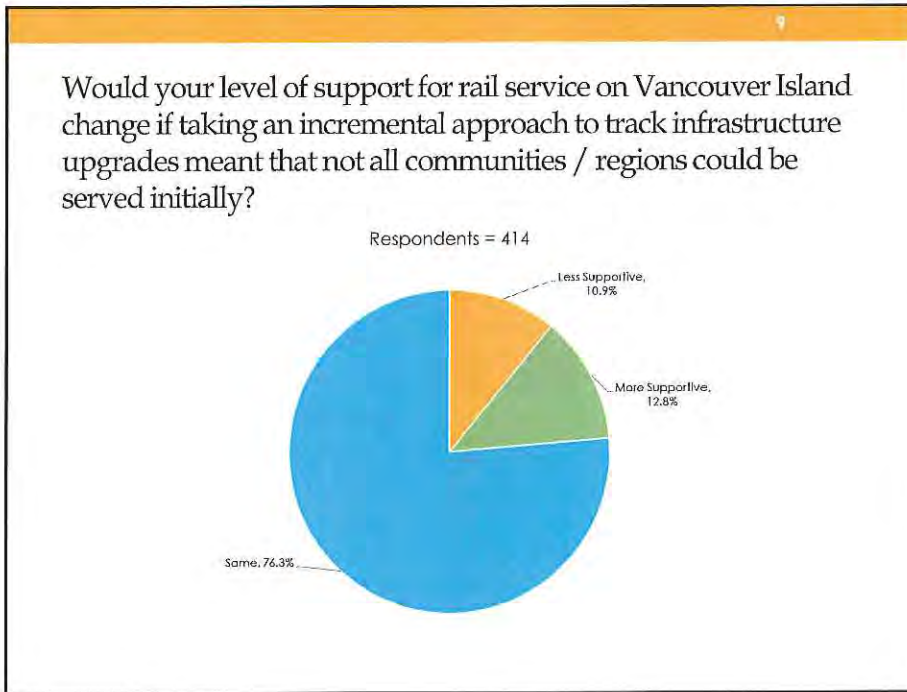
About the Feedback Form:

- Available on the ICF website April 7 - May 15, 2017
- ICF actively promoted the feedback form through Facebook advertising, email broadcasts, local media and at the AVICC conference (April 8) and the ICF Annual General Meeting (April 27)
- Total Respondents – 438 (goal was 400)
- Blanket distribution (as opposed to random selection)
- Self-selection bias in the results - this occurs when the characteristics that cause respondents to self-select creates abnormal conditions in the group.
- ICF's priority was to provide as many people as possible with an opportunity to share their thoughts, comments and feedback.









Imagine you had \$100 to spend on the four focus areas - how would you spend it?

Focus Area	Average (Mean) Amount Allocated
Rail Infrastructure & Services	\$60.35
Heritage (train stations)	\$15.54
Rail-With-Trails	\$32.45
Corridor Communities (charitable/community projects)	\$12.79

Goals - Rail Infrastructure & Services

Commonly-mentioned themes

- General support for prioritizing rail repairs/upgrades and services incrementally based on economic feasibility; seeking government funding accordingly.
- Interest in (as first phase) CRD Victoria/Langford commuter service and passenger/freight service between Duncan/Victoria or Nanaimo/Victoria; future focus on services to Courtenay and Port Alberni.
- Support for tourism trains where feasible (some examples given - cruise ship excursion, ski trains, wine trains).
- Improve corridor maintenance (vegetation, trees, litter).
- Modernize service if established (scheduling, ticketing apps, bike racks, food service).
- Importance of First Nations relations, importance of reaching a settlement with Snaw-Naw-As.
- An element of support for removing rail and focusing more (or exclusively) on trail - not nearly as broadly supported as restoring rail, but still a key theme.

Goals - Heritage (train stations)

Commonly mentioned themes:

- Support for continued community/heritage group involvement in rehabilitation/improvement initiatives; pursue grants.
- Support for maintaining current assets to prevent decay; more major renovations and/or construction of new stations where/when warranted (Ladysmith & Courtenay as priority for renovation; Victoria as priority for construction if needed).
- Interest in expanding leases (commercial and/or community uses, such as museums). Food/beverages services received many mentions.
- Integration of heritage information and services for tourists and trail users.
- Suggestions to use locally sourced materials, Island-based suppliers and incorporate "green" technologies.
- Addition of park & ride facilities, along with bike storage.
- Some suggestions to limit work in this area; focus more on train service/infrastructure.

Goals - Rail With Trails

Commonly mentioned themes

- Strongly opposing viewpoints:
 - Concern that trails may replace rails; that restoring rail service and infrastructure should be the priority
 - Concern that rail is not viable and should be replaced with trails (support for this suggestion appears to be strongest north of Nanaimo)

For continued rail-with-trails:

- Develop plan in consultation with communities, including how trail will be addressed where there are bridges & trestles.
- Continue to develop and market rail-with-trail system; seen as key tourism asset.
- Support for seeking third party funding and engaging with local partners as much as possible.
- Key trail issues: accessibility (designed for users of all ages & abilities), safety, mapping, user facilities (rest-stops/washrooms), signage (including heritage information), connectivity and ensuring access is for non-motorized use only.

15

Goals – Corridor communities / charitable projects

Commonly mentioned themes:

- Several suggestions to limit or not make this a major focus; focus more on train service/infrastructure.
- Support for public education programs to build awareness about the importance/benefits of rail service and the rail corridor.
- Engage more with communities, First Nations and local partners to identify and fund projects, and to improve communications (specific mentions of employment and business opportunities with First Nations).
- Host, participate in or sponsor community events where there are opportunities to raise awareness.
- Corridor beautification in urban areas/near stations (parks, community gardens, picnic areas).
- Other ideas – free/low cost travel to support charitable projects; special event trains with proceeds to charities; engage with schools for work experience programs; support local tourism & trail initiatives; support local fundraisers that involve cycling/running/walking events within the corridor.

16

Other Advice for the Board

- Again, strongly opposing viewpoints, ranging from:
 - Focus on securing funding to restore rail incrementally (*"just get something going, somewhere"*); start small and build momentum and support for subsequent phases.
 - To
 - Remove rail in favour of rails IO trails (conversion). This suggestion appears to be supported most strongly on the Victoria sub, north of Nanaimo.
- Recommendation that any future service terminating in Victoria must include a shuttle bus to downtown.
- Consider other ways to raise funds to restore the railway (some examples: crowdsourcing, "buy a tie" sponsorships, property sales or limited development within the corridor, timber harvesting).
- Showcase and promote a vision, be bold.
- Improve transparency and communications; consider revisions to governance structure (suggestion to include technical advisory body).
- Strengthen relationships with communities and First Nations.

APPENDIX 2 – Rail Infrastructure Program & Costing

Vancouver Island Rail - Summary Matrix of Infrastructure Upgrade Options & Estimated Costs

Work Item	Phase 2 Rail Service Segments / Upgrade Options				
	Phase 1	Segment 1	Segment 2	Segment 3	Total Phase 2
	Nanaimo-Victoria Intercity Passenger + 263K (Freight / Excursion)	Nanaimo-Parksville Intercity Passenger + 263K (Excursion / Freight)	Parksville-Qualicum Intercity Passenger + 263K (Excursion / Freight)	Qualicum-Courtenay Intercity Passenger + 263K (Excursion / Freight)	Nanaimo-Courtenay Intercity Passenger + 263K (Excursion / Freight)
Rail Joint Rehabilitation	\$ 558,356	\$ 178,172	\$ 51,803	\$ 297,476	\$ 527,451
Tie Renewals #Tie Renewals	\$ 15,931,605 120,011	\$ 5,175,463 41,746	\$ 1,574,826 12,705	\$ 8,833,063 71,261	\$ 15,583,342 125,712
Re-Ballasting / Surfacing	\$ 5,012,898	\$ 1,403,663	\$ 408,113	\$ 2,343,560	\$ 4,155,336
Qty. Ballast (tonnes)	69,448	33,400	9,711	55,765	98,875
Bridge Repairs	\$ 8,058,835	\$ 2,253,364	\$ 3,948,301	\$ 10,078,770	\$ 16,280,435
Siding Rehab.	\$ 630,081	\$ 312,154	\$ -	\$ 180,413	\$ 492,567
Port Siding Rehab.	\$ 249,887	\$ -	\$ -	\$ -	\$ -
Viewscaping	\$ 611,086	\$ 220,535	\$ 64,120	\$ 368,206	\$ 652,861
Crossing Improvements - Commuter	\$ 400,000	\$ -	\$ -	\$ -	\$ -
Safety/Sight/Sound Barriers	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Grade Separation - Lantzville Road	\$ -	\$ 2,500,000	\$ -	\$ -	\$ 2,500,000
Bridge Trail / Walkway	\$ 500,000	\$ -	\$ -	\$ -	\$ -
Special Risk Contingency - Crossing Safety Improvements	\$ 1,200,000	\$ 420,000	\$ 420,000	\$ 840,000	\$ 1,680,000
Totals before Contingency	\$ 34,152,748	\$ 12,463,351	\$ 6,467,164	\$ 22,941,478	\$ 41,871,993
Contingency* (See Note 2 below)	\$ 8,538,187	\$ 3,115,838	\$ 1,616,791	\$ 5,735,370	\$ 10,467,998
Totals Including All Contingencies	\$ 42,690,936	\$ 15,579,188	\$ 8,083,955	\$ 28,676,848	\$ 52,339,991

Notes:
 1 All estimate costs have been indexed at 2% per annum to 2016\$.
 2 *Estimating Class D - Potential Variance Range +/- 20 to 30% including all contingencies applied.
 Reference Canadian Construction Association - Guide to Cost Predictability in Construction -
 An Analysis of Issues Affecting the Accuracy of Construction Cost Estimates - Prepared by
 the Joint Federal Government / Industry Cost Predictability Task Force - November 2012.

Vancouver Island Rail Infrastructure Upgrade Project

ISLAND
CORRIDOR
FOUNDATION

SVI Rail Link

7 July 2017

SVI Rail Link

7 July 2017

Vancouver Island Rail Infrastructure Upgrade Project

2

 **SVI Rail Link**

Immediate Phase 1 - Nanaimo to Victoria


Total \$42.7M Upgrade

Infrastructure providing:

1. Intercity VIA Passenger Rail
 - Twice daily return service Nanaimo-Victoria
2. Cruise Ship Excursion Train – Nanaimo to Chemainus
3. Development opportunities for Excursion/Tourism Rail services on the rail corridor – Nanaimo / Cowichan Valley / Victoria / Malahat
4. Freight Rail
 - Nanaimo-Duncan – Agricultural Feed Grain
 - Nanaimo-Wellington – Propane
 - Other opportunities for freight expansion – Nanaimo – Greater Victoria
5. Commuter Rail – Track Base Improvements*
 - Langford - Victoria
 - Shawnigan Lake / Cowichan Valley - Victoria

*All subject to commuter equipment selected

7 July 2017 Vancouver Island Rail Infrastructure Upgrade Project 3

 **SVI Rail Link**

Pending Snaw-Naw-As Settlement Phase 2 – Nanaimo - Courtenay

Total \$52.4M Upgrade

Infrastructure providing:

- Linkage to Port Alberni Subdivision
- Intercity VIA Passenger Rail
- Freight Rail Service
- Excursion/Tourism Rail Development

Breakdown by Segment:

1. Nanaimo to Parksville = \$15.6M
2. Parksville to Qualicum Beach = \$8.1M
3. Qualicum Beach to Courtenay = \$28.7M

7 July 2017 Vancouver Island Rail Infrastructure Upgrade Project 4

 **SVI Rail Link**

Port Alberni Subdivision Ongoing Parksville – Port Alberni

Alberni Station to McLean Mill

- 500 Ties - replacement completed
- Bridge Repair – two bridges
- McLean Mill Steam Train Tourist Attraction
- Speeder car tourist run

Provides infrastructure for:

- “Rail Bridge” – Port to Port
- Excursion/Tourism Rail Development

Potential Phased Upgrade by Segments:

1. Parksville – Coombs
2. Coombs – Port Alberni

7 July 2017 Vancouver Island Rail Infrastructure Upgrade Project 5