



REGULAR MEETING OF COUNCIL
Tuesday, January 26, 2021 @ 3:30 PM
George Fraser Room, Ucluelet Community Centre,
500 Matterson Drive, Ucluelet

AGENDA

		Page
1.	CALL TO ORDER	
2.	ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORY	
	Council would like to acknowledge the Yuułu?if?ath First Nation, on whose traditional territories the District of Ucluelet operates.	
3.	NOTICE OF VIDEO RECORDING	
	Audience members and delegates are advised that this proceeding broadcast on YouTube and Zoom, which may store data on foreign servers.	
4.	ADDITIONS TO AGENDA	
5.	APPROVAL OF AGENDA	
6.	UNFINISHED BUSINESS	
7.	MAYOR'S ANNOUNCEMENTS	
8.	PUBLIC INPUT AND DELEGATIONS	
8.1	Public Input	
	<ul style="list-style-type: none"> • Public input via Zoom. • Public input via email. 	
8.2	Delegations	
	<ul style="list-style-type: none"> • Bill Collins, Mairi Edgar and Erin Bremner-Mitchell, Cascadia Seaweed Re: Building a seaweed aquaculture sector on Vancouver Island & beyond D-Cascadia Seaweed 	3 - 4
9.	CORRESPONDENCE	
9.1	2021 Census of Population / Recensement de la population de 2021 <i>Geoff Bowlby, Director General, Census Manage Office, Statistics Canada / Government of Canada</i> 2021-01-13 2021 Census of Population	5 - 6
9.2	Appointment to Clayoquot Biosphere Trust Board of Directors <i>Rebecca Hurwitz, Executive Director, Clayoquot Biosphere Trust</i>	7 - 8

[2021-01-13 CBT DoU Appointment Request Jan 2021-signed](#)

10. COUNCIL COMMITTEE REPORTS
- 10.1 Councillor Marilyn McEwen
Deputy Mayor January - March 2021
- 10.2 Councillor Lara Kemps
Deputy Mayor April - June 2021
- 10.3 Councillor Jennifer Hoar
Deputy Mayor July - September 2021
- 10.4 Councillor Rachelle Cole
Deputy Mayor October - December 2021
- 10.5 Mayor Mayco Noël
11. REPORTS
- 11.1 Ucluelet Health Centre Consultant's Report 9 - 111
Mark Boysen, Chief Administrative Officer and Tony Yipp, Architect, Principle, Chernoff Thompson Architects
[R - Health Centre Phase 1 Final Draft Report](#)
[Appendix A - Ucluelet Health Centre Phase 1 Feasibility Study](#)
- 11.2 2021 Council Meeting Schedule Amendment 113 - 114
Joseph Rotenberg, Manager of Corporate Services
[R - Council Meeting Schedule Amendment](#)
- 11.3 Amphitrite House Project Update 115 - 118
Abby Fortune, Manager of Recreation & Tourism
[R - Amphitrite House Update](#)
12. LEGISLATION
- 12.1 District of Ucluelet Zoning Amendment Bylaw No. 1267, 2020 (796 Marine Drive) - Adoption 119 - 139
Joseph Rotenberg, Manager of Corporate Services
[L - Bylaw No. 1267, 2020](#)
13. OTHER BUSINESS
14. QUESTION PERIOD
- 14.1 Questions via Zoom.
- 14.2 Questions via email.
15. CLOSED SESSION
- 15.1 Procedural Motion to Move In-Camera
THAT the balance of the meeting be closed pursuant to Section 90(1)(e) and (g) of the Community Charter to discuss matters relating:
- *the acquisition, disposition or expropriation of land or improvements*
 - *litigation or potential litigation affecting the municipality;*
16. ADJOURNMENT



DISTRICT OF UCLUELET

Request to Appear as a Delegation

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

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

Please arrive 10 minutes early and be prepared for the Council meeting. The Mayor (or Acting Mayor) is the chairperson and all comments are to be directed to the chairperson. It is important to address the chairperson as Your Worship or Mayor Noël.

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

Requested Council Meeting Date: January 26, 2021

Organization Name: Cascadia Seaweed

Name of person(s) to make presentation: Bill Collins, Mairi Edgar & Erin Bremner-Mitchell

Topic: Building a seaweed aquaculture sector on Vancouver Island & beyond

Purpose of Presentation:

Information only

Requesting a letter of support

Other (provide details below)

Please describe:

Cascadia Seaweed will provide an overview of the industry and discuss production stages, ongoing projects and partnerships. Further, Cascadia will discuss the mission to build a new seaweed aquaculture sector in BC in collaboration with coastal communities and First Nations.

Contact person (if different from above): Mairi Edgar

Telephone Number and Email: (250) 202-3268 medgar@cascadiaseaweed.com

Will you be providing supporting documentation? Yes No

If yes, what are you providing?

Handout(s)

PowerPoint Presentation

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

Backgrounder

Cascadia Seaweed is growing to be the largest North American provider of cultivated seaweed — a climate-positive crop with a variety of uses requiring only the sea and sunlight to grow. This British Columbia based corporation was founded in 2019 by three maritime professionals who believe in building a profitable and scalable business that enhances the natural environment and provides economic opportunity for rural and coastal communities.

Ocean cultivated seaweed requires no freshwater, fertilizers, pesticides or arable land to grow. It utilizes nutrients from the sea, sequesters more carbon than land plants, mitigates acidification, creates habitat, is renewable and fast growing. It is the definition of regenerative aquaculture and this new and burgeoning sector directly supports the development of Canada's growing Blue Economy.

In the summer of 2020, Cascadia Seaweed made a strategic shift from an ingredients supplier to a food producer, while welcoming new team members with the expertise to develop the market strategy, and others increasing their capacity to scale.

The World Bank Group predicts that by producing large volumes of seaweed the global food security equation can be transformed. As the world population marches to 11 billion, and plant-based diets swell to reduce individual carbon footprints, Cascadia Seaweed feels a responsibility to develop nutritious and delicious food that also makes a positive impact on the environment.

"We want to expand the consumer acceptance of seaweed into an everyday healthy and tasty choice." - Mike Williamson, CEO of Cascadia Seaweed

While launching the consumer packaged food products continues to be the forward-facing focus for Cascadia Seaweed, behind the scenes they are working diligently to secure more tenures and get farms in the water, as new high-value opportunities for seaweed are on the horizon.

Supplementing agri-feeds with seaweed has the potential to eliminate bovine methane emissions; Developing bio-packing with seaweed supports the Federal Government's announcement to ban single-use plastic in 2021; Nutra and pharmaceuticals made with seaweed have the potential to improve human health; and the list continues.

In the first year of business they produced seed, built farms, planted, grew and harvested from 2 hectares of demonstration farms, signed partnerships with First Nations, completed a land-based trial, and are on track to cultivate their first commercial crop from 20 hectares in the Spring of 2021. By 2025 they plan to have 500 hectares (about the size of 1000 American football fields) under cultivation, with agreements on at least 500 more. To reach these goals, Cascadia Seaweed works closely with First Nations and coastal communities, embracing their wisdom, workforce, coastal infrastructure and social license, while providing skills training and generating wealth for these communities.

Seaweed cultivation is unique because it does not require irrigation or fertilizer. In fact, because it improves the ocean environment in which it grows, the more that is cultivated in the ocean, the more the ocean itself can benefit.

From: "Do Not Reply / Ne Pas Répondre (statcan/statcan)" <statcan.DoNotReply-NePasRepondre.statcan@canada.ca>
Date: January 13, 2021 at 7:10:42 AM PST
To: Mayco Noël <mnoel@ucluelet.ca>
Subject: 2021 Census of Population / Recensement de la population de 2021
Reply-To: statcan.census-recensement.statcan@canada.ca

Dear Mayor,

I am pleased to inform you that the next census will take place in May 2021. I am writing today to seek your support to increase awareness of the census among residents of your community.

For over a century, Canadians have relied on census data to tell them about how their country is changing and what matters to them. We all depend on key socioeconomic trends and census analysis to make important decisions that have a direct impact on our families, neighbourhoods and businesses. In response to the COVID-19 pandemic, Statistics Canada has adapted to ensure that the 2021 Census is conducted throughout the country in the best possible way, using a safe and secure approach.

Statistics Canada will be [hiring approximately 32,000 people](#) across the country to assist with census collection. We would like to work with you and your municipality to ensure that your residents are aware and informed of these job opportunities.

Furthermore, your support in encouraging your residents to complete the census will have a direct impact on gathering the data needed to plan, develop and evaluate programs and services such as schools, daycare, family services, housing, emergency services, roads, public transportation and skills training for employment.

If you would like to express your municipality's support for the census, please share the municipal council resolution text below with your residents:

Be it resolved that:

The Council of the Corporation of (NAME OF CITY/TOWN/MUNICIPALITY) supports the 2021 Census, and encourages all residents to complete their census questionnaire online at www.census.gc.ca. Accurate and complete census data support programs and services that benefit our community.

In the coming weeks, a member of our communications team may contact you to discuss ways in which we can work together. Should you have any questions, please contact us at statcan.censusoutreach.west-rayonnementdurec.ouest.statcan@canada.ca.

Thank you in advance for supporting the 2021 Census.

Yours sincerely,

Geoff Bowlby
Director General, Census Management Office
Statistics Canada / Government of Canada

Mayor and Council
District of Ucluelet
P.O. Box 999
Ucluelet, B.C.
V0R 3A0



January 11, 2021

Re: Appointment to Clayoquot Biosphere Trust Board of Directors

Dear Mayor Noel and Council:

In 2013, the District of Ucluelet appointed Geoff Lyons as Director to the Clayoquot Biosphere Trust (CBT) for a four-year term. Geoff's term was renewed in 2017 and we are grateful for his dedication over the past eight years. Geoff has been integral to the progress towards establishing a Biosphere Centre. He has served as treasurer for the majority of his term where his accounting background has been most appreciated. He's been a valued member of the Executive Committee and has also represented the CBT at national conferences.

Geoff will reach the end of his maximum term with the CBT on March 14, 2021 and, therefore, I invite the District of Ucluelet to initiate a process to appoint a new director at that time. Rachele Cole's term as alternate director continues until 2022. You can find a listing of all CBT directors [here](#).

When establishing the CBT, all participating communities – including the District of Ucluelet – made a commitment to use a public process to select board members. All communities also agreed that the selection criteria for directors should include an objective assessment of skills, knowledge or expertise that the individual could bring to the CBT.

As you undertake the selection process, I encourage the District to consider the following:

- The CBT exists to support research, education and programs that advance conservation, the understanding of natural processes in the marine and terrestrial ecosystems and that promote the health of individuals and communities in the Clayoquot Sound Biosphere Region.
- The CBT is steward and administrator of the Clayoquot Sound UNESCO Biosphere designation. As such, the CBT is focused on the broad objectives of sustainable development, biodiversity conservation and reconciliation.
- The CBT is also the west coast community foundation. The board oversees the management of the Canada Fund endowment, as well as eight other endowment funds administered by the CBT. The board has a decision

- making role in our major granting streams and helps to raise awareness of funding opportunities. Directors may assist with fundraising activities and an interest is appreciated. Past experience as volunteer on our advisory committees is also appreciated.
- The CBT board is a governance board. We seek an individual that is keen to be a public face of the CBT in their community and can gather input to share with our board and staff. Orientation will be provided and training opportunities are ongoing.
 - All directors are expected to uphold the principles, interests and objectives of the CBT at all times.
 - The board meets approximately eight times a year. Some of these meetings take place during the day on weekends or weekdays; others during weekday evenings. Travel to all communities in the region is expected under usual circumstances, but the board is currently meeting virtually.
 - The director will serve a four-year term from the date on which the appointment is effective. Each director can serve a maximum of two terms.

CBT staff is available to assist with advertising the position and can share a posting that communities have used in the past. We can also highlight the volunteer opportunity on our Facebook page, website and in our newsletter.

Once you have made your selection, please send a written notice to the Board of Directors of the CBT.

Thank you for your continued commitment to and participation in the CBT. Please feel free to contact me at 266-0106 if you have any questions or require further information.

Sincerely,



Rebecca Hurwitz
Executive Director



MAYORAL REPORT TO COUNCIL

Council Meeting: December 15, 2020
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: MARK BOYSEN, CHIEF ADMINISTRATIVE OFFICER **FILE NO:** 6650-20
SUBJECT: UCLUELET HEALTH CENTRE PHASE 1 FINAL DRAFT REPORT **REPORT NO:** 20-09
ATTACHMENT(S): APPENDIX A – UCLUELET HEALTH CENTRE PHASE 1 FEASIBILITY STUDY

RECOMMENDATIONS:

1. **THAT** Council receives the Ucluelet Health Centre Feasibility Study for information purposes.

PURPOSE:

The purpose of this report is to share with Council the Draft Phase 1: Feasibility and Design study for the proposed Ucluelet Health Centre concept and for Council to review and provide comments. There are no current recommendations proposed by Staff or the Consultant from this phase of the project.

BACKGROUND:

Starting in 2017, numerous community discussions emerged into a vision for a proposed Health Centre building that would consolidate services and improve the delivery of healthcare in Ucluelet and in the surrounding areas. Improving the delivery of healthcare services was identified as one of the priorities within the District's 2019-2022 Strategic Plan.

The Ucluelet Health Centre Project consists of 3 phases:

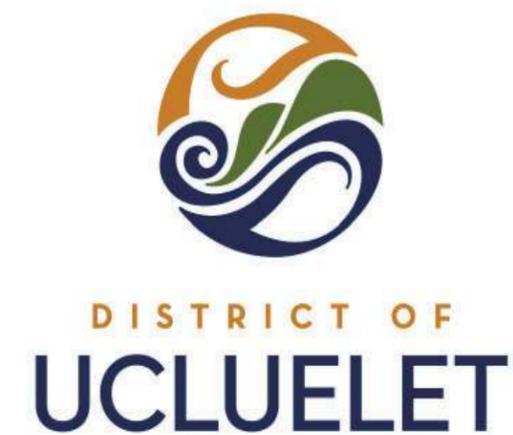
1. Phase 1: Feasibility and Design
2. Phase 2: Design/Site Confirmation and Tendering
3. Phase 3: Construction

A Request for Proposals was issued to deliver Phase 1, and Chernoff Thompson Architects was awarded a contract to deliver the project within the \$60,000 budget approved by Council. The draft report is attached for Council to provide comments and then the final report will be shared with Council at a future meeting.

FINANCIAL IMPACTS:

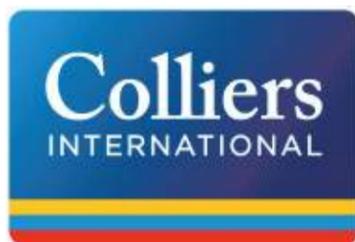
Potential financial impacts are outlined in the Attachment. Options for Phase 2 will be discussed with Council in the 2021 Budget Meetings.

Respectfully submitted: Mark Boysen, Chief Administrative Officer



UCLUELET HEALTH CENTRE
FEASIBILITY STUDY

NOVEMBER 20TH 2020



Colliers
Project Leaders



Project No. 39038.1

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A. PROJECT DEFINITION

A1. PROJECT INITIATION

In summer of 2019, Chernoff Thompson Architects (CTA) was engaged by the District of Ucluelet (District) to provide a Feasibility Study and perform a financial assessment of development and ownership options.

One of the priorities with the District's 2019-2022 Strategic Plan is to improve the delivery of Healthcare services in Ucluelet and in the surrounding areas. There is a desire to consolidate services and improve the delivery of healthcare in Ucluelet and adjacent area. The District would like to explore the feasibility of new community Health Centre that can co-locate various stakeholders. This may include Vancouver Island Health Authority, local physicians and West Coast Resources Society. The new development could also include physician / employee housing for lease.

This feasibility and financial study that would provide the District of Ucluelet the basis of design and the investment and procurement options so that it can move forward to the next phase of the project.

This document will serve as a consolidated master document for the context, site analysis and financial options.

VISIONING SESSION

The project was kicked off by a visioning session where all stakeholders were invited to participate in a one day workshop. The visioning session was held on September 11, 2019 at the Ucluelet Community Center. 3 staffs from CTA facilitated this full day workshop with representatives from 17 organizations which total up to more than 30 participants.

Stakeholders include:

- Vancouver Island Health Authority
- Rural and Remote Divisions of Family Practice, Long Beach Chapter
- Ucluelet First Nation
- Toquaht Nation

- Tla-o-qui-aht First Nation
- FN Health Authority
- Alberni-Clayoquot Health Network
- Ucluelet Medical Centre
- Tofino General Hospital and West Coast Community
- District of Tofino
- Clayoquot Biosphere Trust
- Ucluelet Food Bank
- West Coast Resources Society
- Harbour Health
- Pacific Rim Chiropractic
- District of Ucluelet
- Tourism Ucluelet

In general the group would like to see that the building can contain the following potential users:

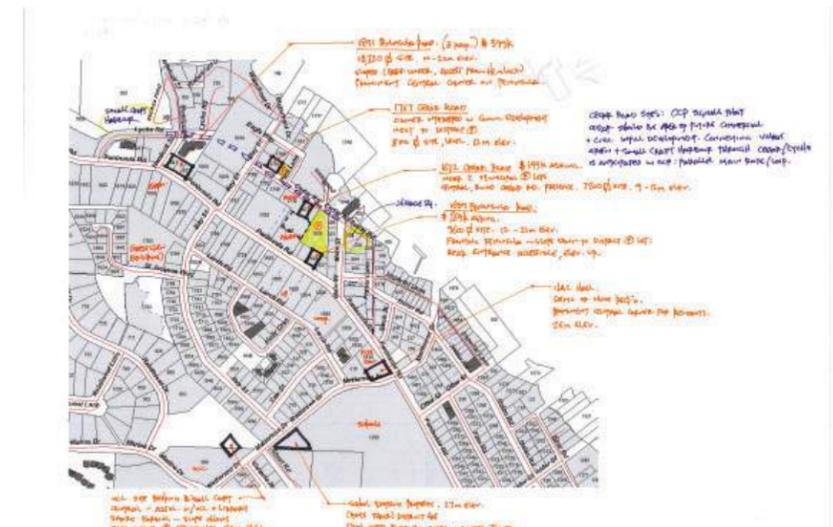
- 1) Vancouver Island Health (primary care clinic)
- 2) BC Ambulance Service BCAS
- 3) Physicians
- 4) Paramedical services group
- 5) Food bank / access model
- 6) First Nation health authority (incl. NTC)
- 7) Independent tenants
- 8) WCRS
- 9) Residential suites for staff or visiting physicians

The group would also envisage that the building will be an exemplary showcase of West coast design incorporating contemporary industrial character and sustainable design elements. The design should consider durable materials with low maintenance that can produce a resilient building and will not be dated for the next 20 years.

Refer to Appendix B for Agenda, live notes from the visioning session and summary of input from the stakeholders.

SITE LOCATION

Several site locations were considered subject to the feasibility study. This includes UAC hall, community centre site / Forbes Road, and a few other potential possibilities in the town that the District has considered.



Site must be able to handle a tsunami (on higher ground, emergency power sources)
 There is some benefit to locate the new hub next to the community centre as it is a continuation of the community services and easy access to Peninsula Road. Physical link to the community centre is desirable. Other considerations for the location of the new building may include any shared parking opportunities, any additional transit plan between Tofino & Ucluelet, exterior ramp access to upper floors, covered space pickup / drop off area.
 The exact location has not been determined as of the completion of this report, even the concept design was based on the site location north of the community centre.

PROJECT REQUIREMENT

The District has begun the discussion with VIHA to development a building which facilitates their operations in Ucluelet and surrounding areas. This community based health centre would meet current an future service needs. These services may include public health, mental health, community care, rehabilitation, dietary and lab services.

Following the workshop, CTA engaged with VIHA and Dr. Marshall (representing the physicians). The physicians and VIHA primary care are the key stakeholders for the Ucluelet Health Centre. In 2017, VIHA had prepared space requirements summary form with input from the physicians- see Appendix A. The sizes of the spaces are based on the CSA_Z8000-11 Canadian Health Care Facilities standards. VIHA and the physicians confirmed that the approximately 8,000 sf feet of rent-able area will be sufficient for their needs in the foreseeable future. It was agreed that CTA should move forward to provide concept plans based on this area and include the ability to expand the building in the future.

The final program space consists of 4 components:

1. Island Health space list for primary care clinic (Refer Appendix A)
2. Physician space & Shared Space(Refer Appendix A)
3. West Coast Resources Society (Refer Appendix F)
4. 4 living units

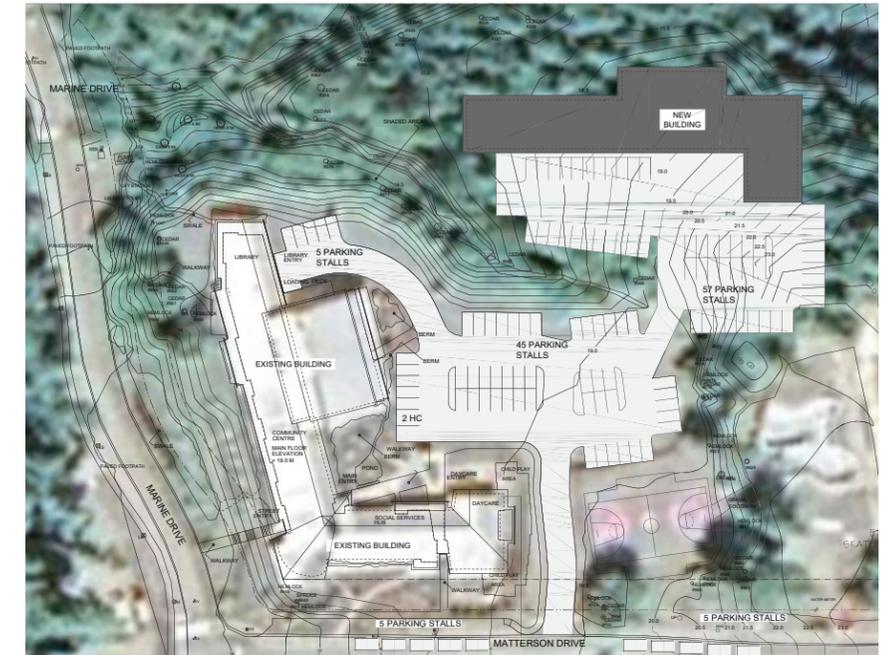
Island Health, Physician and shared space total is about 8,000sf Approx. Space generally include counseling room, exam rooms (telehealth / regular), minor procedure rooms, clean and soil utility, Clean supply room, various size group therapy rooms, staff offices, staff collab spaces, kitchenette, and other support spaces.

West Coast Resources Society is about 1,500sf Approx. Space includes a large multipurpose room, a commercial kitchen, and numerous meeting spaces. Living unit is each about 850sf Approx. Total Program Area: 12,900sf Approx.

CONCEPT STUDY

Based on the feedback from the visioning session, locating the new health centre within the community centre property to create a community hub is a favorable idea. It is conveniently accessed through Peninsula Road and there is also opportunity of shared parking. General agreement that the architectural language should be similar to the community centre. The Centre should be flexible and allow for future expansion. The operational model needs to be clear on how to share spaces and resources; needs to be community driven regardless of ownership and management. The first reiteration the design concept was presented to the Council on February 11, 2020 (Refer to Appendix P). There are 3 options for single storey design which will be located at the north east side of the property across the creek. There is 1 option for a 2 storey building located where the basketball court is across the vehicular entry on the west side of the community centre.

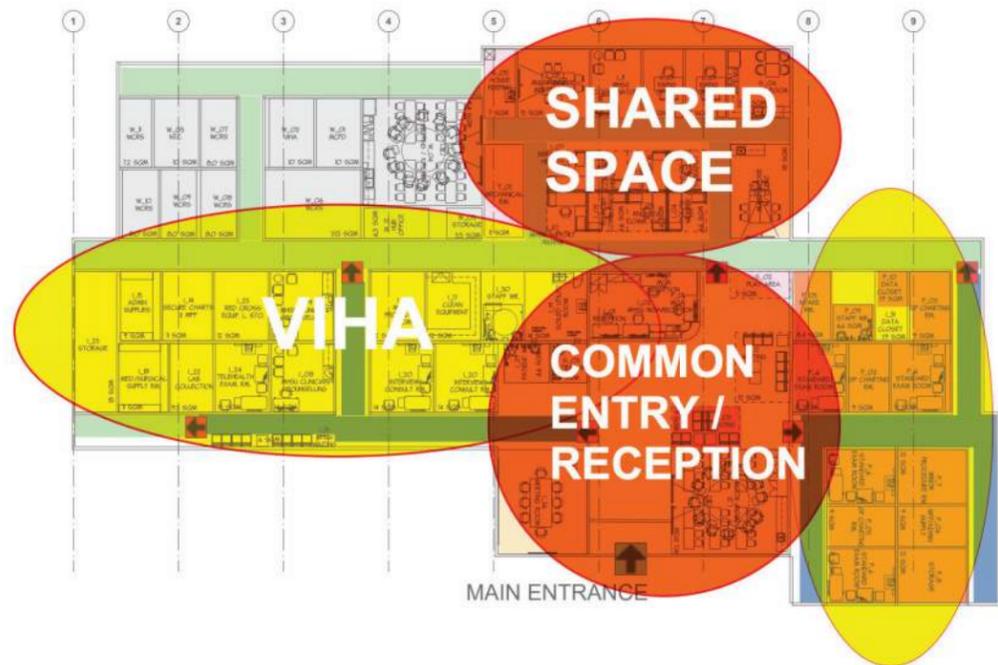
B. FUNCTIONAL PROGRAM | CONCEPT DESIGN



B. FUNCTIONAL PROGRAM | CONCEPT DESIGN

Despite the different siting and location, the following design principles are common to all the options:

1. Public circulation is placed along the perimeter wall where there is extensive glazing for natural light, easy of navigation and way finding. Having a view out and natural light along the circulation path to and from the exam rooms will reduce apprehension and stress of the patients
2. Staff and patient circulation is separated
3. Exam rooms and labs are located on the interior side of the building, thus provide both visual and acoustical privacy.
4. Space occupied by Island Health and Physician are on 2 wings with shared space in the middle.
5. Space for staff is located on the 2nd floor and all patient spaces are on the main floor.

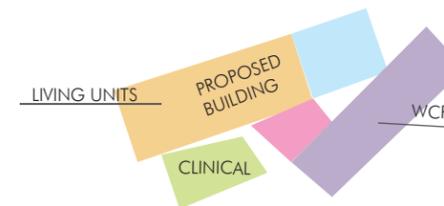
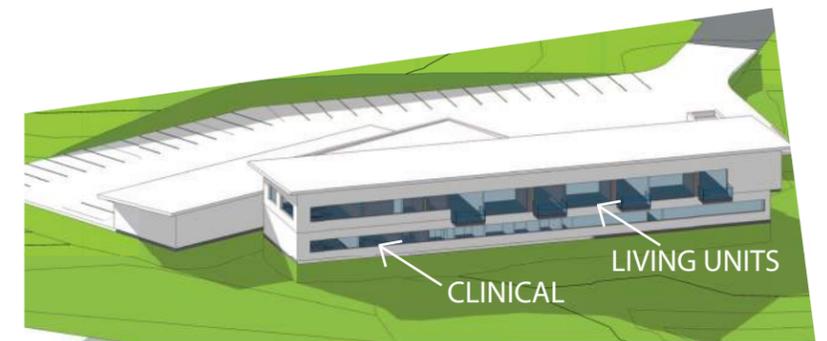


Feedbacks from Council are:

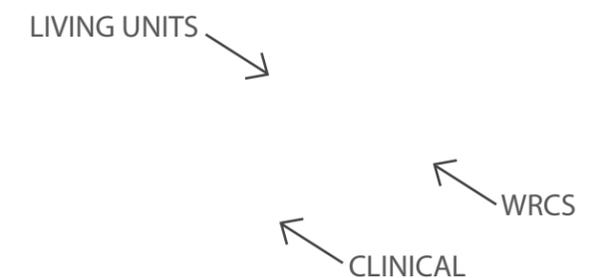
1. Favour 2 storeys building with living units on the 2nd floor
2. With a 2 storey building, it should be located further into the property to reduce its visual impact to the street.
3. Improve gross to net efficient. Staff hallway can be narrower.
4. WCRS to be placed upfront and will also share the reception with the health clinic.

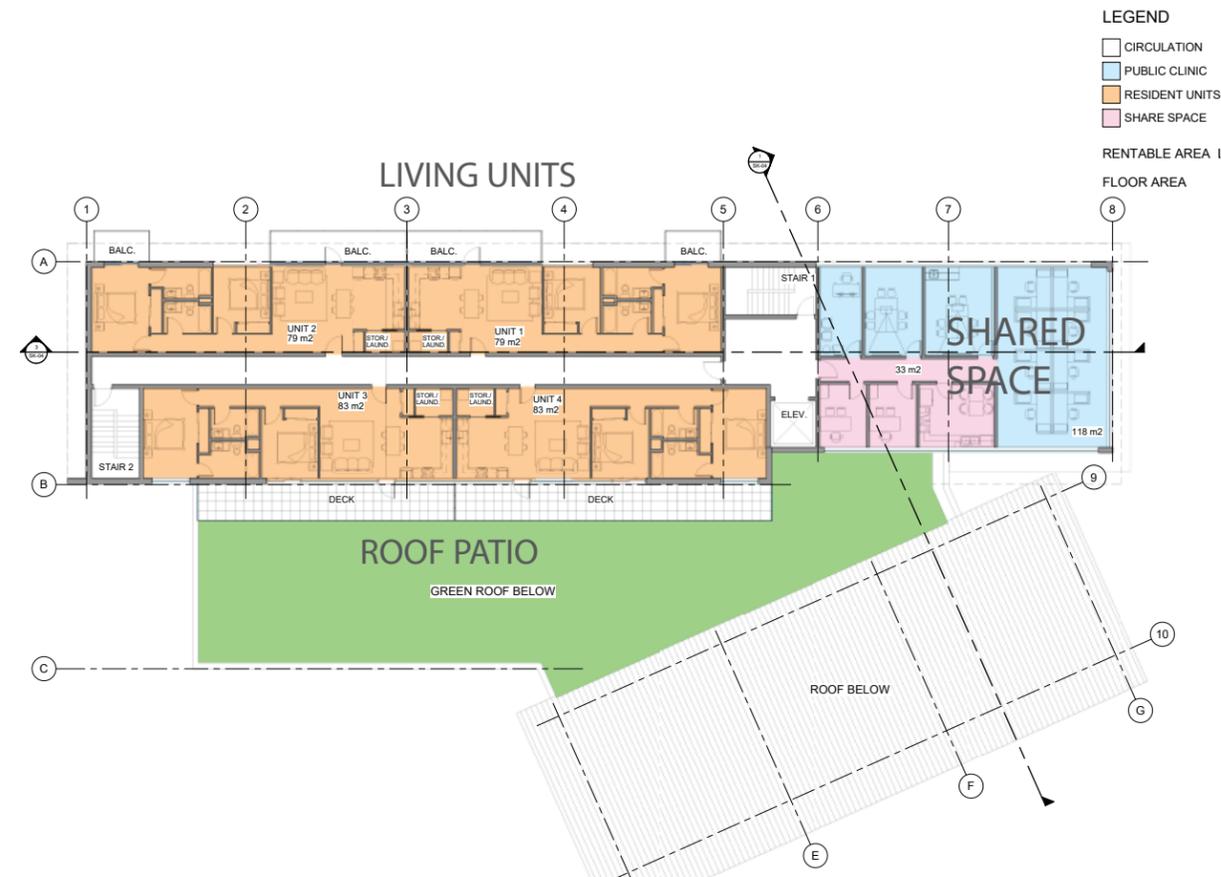
FINAL CONCEPT DESIGN

The concept design is further developed for the purpose of costing. The final concept is a 2 storeys building. The main floor contains all the clinical components, reception and West Coast Resource Centre. The 2nd floor contains all the staff areas, offices and 4 living units (Refer to Appendix E).



The footprint of the building is about 12,000sf. The total square footage of the building is about 19,000sf. Gross Up factor is about 1.47, which is generally consistent with a typical health care facility.





B. FUNCTIONAL PROGRAM | CONCEPT DESIGN



C. FINANCIAL OPTIONS ASSESSMENT

FINANCIAL ANALYSIS

As the location of the building has not been determined, 2 site characters are defined for the purpose of financial analysis – Developed site and Undeveloped Site.

Based on three development options and two ownership options, six scenarios were defined for evaluation.

Scenario 1: District Develops New Site, Owns and Operates;

Scenario 2: District Redevelops Existing Site, Owns and Operates

Scenario 3: District Leases, Private Develops New Site, Owns and Operates

Scenario 4: District Leases, Private Redevelops Existing Site, Owns and Operates

Scenario 5: District Upgrades Existing Building, Owns and Operates; and,

Scenario 6: District Leases, Private Upgrades Existing Building, Owns and Operates

A Discounted Value of Projected Future Cash Flows (DCF) approach was applied to assess the Net Present Value (NPV) to the District of Ucluelet of each identified option. Full financial assessment is appended in Appendix U. The Project NPV results of the financial modelling assessment are presented here.

SUMMARY OF FINDINGS

A summary of the key findings is presented below:

1.From a District perspective, Scenario 3 “District Leases, Private Develops New Site, Owns and Operates” and Scenario 4 “District Leases, Private Redevelops Existing Site, Owns and Operates” represent affordable leasing options that offer value for money. These scenarios have a lower financial impact to the District than most ownership options whilst meeting the accommodation requirements of all potential user components.

2.However, the District will be limited in the level of freedom or control which is characteristic to leased premises and should balance the affordability upside with qualitative considerations of ownership, namely the ability to provide effective real estate management and to ensure continuity of services in the future.

3.Opportunities to mitigate qualitative limitations may enhance the attractiveness of Scenarios 3 and 4. For example, a stronger lease agreement with better terms for compliance, and more

No.	Scenario	Project NPV @ 4.0%	Total Capital Cost	Cash Flow Available For Debt Service	Debt Service	Net Cash Flow
		CAD	CAD	Operation Year 2 (CAD)		
1	District Develops New Site, Owns and Operates	(9,985,566)	(14,093,468)	210,204	(691,659)	(481,455)
2	District Redevelops Existing Site, Owns and Operates	(9,118,429)	(13,239,416)	211,464	(649,648)	(438,184)
3	District Leases, Private Develops New Site, Owns and Operates	(2,147,686)	(1,010,418)	(65,769)	(49,533)	(115,302)
4	District Leases, Private Redevelops Existing Site, Owns and Operates	(2,144,325)	(1,010,418)	(65,583)	(49,533)	(115,116)
5	District Upgrades Existing Building, Owns and Operates	(1,277,042)	(4,261,756)	158,738	(209,454)	(50,717)
6	District Leases, Private Upgrades Existing Building, Owns and Operates	(2,482,128)	-	(132,086)	-	(132,086)

4.Scenario 1 “District Develops New Site, Owns and Operates” and Scenario 2 “District Redevelops Existing Site, Owns and Operates” represent costly development and ownership options for the District but importantly provide control and certainty over accommodation. The District should weigh its investment decision against these qualitative considerations.

5.Scenario 5 “District Upgrades Existing Building, Owns and Operates” is an interesting affordable ownership option but cautiously requires further investigation to ascertain the true cost of upgrading an existing building to a medical grade facility. Also, the limitation in physical space is a qualitative hurdle which excludes WCRC and Residential components.

6.Scenario 6 has no financial impact on the District; the result only provides an indication of operating cost for the Public Clinic and Private Practice.

CONCLUSION

The following scenarios represent options that provide value for money:

Scenario 3 “District Leases, Private Develops New Site, Owns and Operates”

Scenario 4 “District Leases, Private Redevelops Existing Site, Owns and Operates”.

Scenario 5 “District Upgrades Existing Building, Owns and Operates” is an interesting affordable ownership option but requires further investigation to ascertain the true cost of upgrading an existing building to a medical grade facility.

APPENDIX A VANCOUVER ISLAND HEALTH AUTHORITY SPACE LIST



**Alberni-Clayoquot Integration, Ucluelet
Geography 2, West Coast**

Location: Ucluelet, BC

Space Requirements Form

This form issued to document the current space requirements

Date Created: **April 29, 2016**

Date of Last Revision: **February 24, 2017**

Section A: People Spaces

# FTE's	EA	OA	Function	Note	Name	Unit Area/m2	EA Area/m2	OA Area/m2
			Island Health	CSA Z8000 space requirement table				
			Physician shared space	references (unless noted otherwise)				
1.0		1.0	MOA/Reception	11.1.37		4.60		4.60
1.0		1.0	MHSU MOA	11.1.37		4.60		4.60
2.0		2.0	MOA (1 Reception)	11.1.37		4.60		9.20
3.0	3.0		GP charting room	11.1.34 - Type 1		9.00	27.00	
	2.0		Swing office (visiting staff)	11.1.34 - Type 1		9.00	18.00	
1.5		2.0	RN Integrated Community Svcs.	11.1.50		4.60		9.20
1.0		1.0	Social Worker	11.1.50		4.60		4.60
1.0		1.0	Occupational Therapist	11.1.50		4.60		4.60
4.0		2.0	Community Health Workers	11.1.50		4.60		9.20
1.0		1.0	Behavioral Health Clinician	11.1.50		4.60		4.60
1.0	1.0		MHSU Clinician/counselling	8.4.15	Karoline Dudzik	14.00	14.00	
1.0	1.0		MHSU Clinician/counselling	8.4.15	Amanda Cameron	14.00	14.00	
1.0		1.0	MHSU Support/Rehab	11.1.50	Maureen Therrien McKinnon	4.60		4.60
1.0	1.0		MHSU Coordinator Office	11.1.34 - Type 3	Krys Sciberras	11.00	11.00	
19.5	8.0	12.0	Sub-Totals			84.00		55.20

CHECK! Total Number of persons to be accommodated incl. Aux., Coop, etc. 20.0

Section B: Support Spaces (see Reference Table Sheet for specific area allocations)

EA	OA	Space	Note	Unit Area/m2	EA Area/m2	OA Area/m2
		Meeting Room Allocation in m ²	26.20			
		Break Room Allocation in m ²	11.15			
	8.0	Waiting	11.1.48 - general seating	1.50		12.00
	3.0	MHSU Waiting	11.1.48 - at risk areas	2.00		6.00
	6.0	Waiting	11.1.48 - general seating	1.50		9.00
	1.0	Play area	11.1.36 - 2.5/occupant x2	5.00		5.00
1.0		Secure Charts & MFP	11.1.6 *confirm size with program needs	11.00	11.00	
1.0		Admin Supplies		9.00	9.00	
1.0		MFP/Admin Supplies		9.00	9.00	
1.0		Intake Room	11.1.14 - exam cubicle enclosed (chair)	8.40	8.40	
4.0		Standard Examination Room	11.1.14	12.00	48.00	
1.0		Minor Procedure Room	11.1.14 - 3 sided access	12.00	12.00	
1.0		Minor Procedure Room	11.1.14 - 3 sided access	12.00	12.00	
1.0		Clean Equipment	11.1.9 - small	12.00	12.00	
1.0		Medical/Surgical Supply Room	11.1.8	11.00	11.00	
1.0		Soiled Utility Room	11.1.40 - medium * w/ wheelchair	14.00	14.00	
2.0		Interview/consult room	8.4.15	14.00	28.00	
1.0		Group Room	8.4.5 - 2.0/occupant x 20 w/ VC	40.00	40.00	
1.0		Lab collection room	9.7.4 - stretcher	9.50	9.50	
1.0		Storage	11.1.9 - medium	18.00	18.00	
1.0		Telehealth Examination room	11.1.14	12.00	12.00	
1.0		Storage	11.1.9 - small	12.00	12.00	
1.0		Red Cross Equip Loan Storage	11.1.9 - small	12.00	12.00	
1.0		Multipurpose Meeting Room	11.1.7 - 12-15 occupants	30.00	30.00	
1.0		Multipurpose w/ Client	11.1.7 - 6 occ + kitchen	18.00	18.00	
1.0		Multipurpose Meeting Room	11.1.7 - 6 occupants	15.00	15.00	
1.0		Patient Washroom	11.1.49 *adjacent to lab & group room	4.60	4.60	
1.0		Patient Washroom	11.1.49 *adjacent to waiting	4.60	4.60	
1.0		Staff Room w/ kithenette	11.1.44 GOSS Break Areas 21-30 staff	13.90	13.90	
1.0		Staff Washroom	11.1.49 *w/ shower	4.60	4.60	
1.0		Staff Washroom	11.1.49	4.60	4.60	
1.0		Data Closet	VIHA IM/IT Standards *confirm w/	1.86	1.86	
1.0		Data Closet		1.86	1.86	
1.0		Housekeeping Closet	11.1.27	7.00	7.00	
32.0		Sub-Totals		383.92		32.00



Space Requirements Form

This form issued to document the current space requirements

Section C: Circulation

Type of Space Calculation	No. of Areas	OA Area/m2
Number of (A space) OAs at 3.25m ²	12.0	39.00
Number of EAs at 2.30m ²	36.0	82.80
Number & Total of EAs over 16.70 m ²	4.0	16.96
Sub-Totals		138.76

Section D: Totals

EA Area/m2	OA Area/m2
Sub-Total (all sections)	225.96
If Enclosed Area is = or > than Open Area add 6% of Enclosed Area	28.08
7,770.98 square feet	Programmable Area 721.96

Section E: Useable Area

Building Loss Factor: 5% default (see GOSS Table 8)	5.00%
8,159.53 square feet	Usable Area 758.05

Section F: Rentable Area

Rentable Area Markup: 10% default (see GOSS Table 9)	0.00%
8,159.53 square feet	Rentable Area 758.05
407.83 square feet	Density: Usable Metres / Person 37.90
407.83 square feet	Density: Rentable Metres / Person 37.90

APPENDIX B VISIONING SESSION AGENDA AND NOTES

Ucluelet Health Centre
 District of Ucluelet
 Ucluelet, BC

Visioning Workshop Agenda

The workshop session is framed around exploring the ideal for the Ucluelet Health Centre, and to establish defined goals for achieving the type of health facility appropriate for the future. The intended outcome will be to achieve consensus on a vision for the new building and key objectives for its design.

- | | | |
|----|--|----------------------------------|
| 1. | Introductions | 9 -10:30am |
| 2. | Description and objectives of this visioning process | |
| 3. | What are the anticipated community needs and objectives for the new facility | |
| 4. | Explore what a Health Centre for Ucluelet is now and the future <ul style="list-style-type: none"> • the vision • uses, functionality • informal interaction, gathering • space sharing • technology • amenities • community outreach • external collaboration, industry connections | |
| 5. | What are the types of spaces needed to meet the needs and objectives

<p style="text-align: center;">Break</p> | 10:30-
10:45am |
| 6. | Image and experience
- what kind of place should it be
- how should the new building fit into the community

<p style="text-align: center;">Lunch</p> | 10:45-12pm

12-12:45pm |
| 7. | What implications would the above discussion have for changes to existing facilities
- what works and doesn't work
- are there elements of the existing facilities that can affect the vision
- are there elements that might present opportunities | 12:45-1:30pm |
| 8. | Wrap Up | 1:30-2pm |

Ucluelet Health Centre Visioning Workshop

2019-09-20 Friday @ Ucluelet Community Centre

Attendees:

- IH - Island Health
- RR - Rural and Remote Divisions of Family Practice, Long Beach Chapter
- UFN - Ucluelet First Nation
- TN - Toquaht Nation
- TFN - Tla-o-qui-aht First Nation
- FNHA - FN Health Authority
- ACHN - Alberni-Clayoquot Health Network
- UMC - Ucluelet Medical Centre
- TGH - Tofino General Hospital and West Coast Community
- DT - District of Tofino
- CBT - Clayoquot Biosphere Trust
- UFB - Ucluelet Food Bank
- WCRS - West Coast Resources Society
- HH - Harbour Health
- PRC - Pacific Rim Chiropractic
- DU - District of Ucluelet
- TU - Tourism Ucluelet

APPENDIX B

1. Introductions

By Mayor & Mark; CTA

District: what the partnership will look like & to move the project along

Councillor Tom: Deliver health care to the region

Councillor Rochelle: (refer voice memo)

What the new Ucluelet Centre should be about:

The community should be able to access the services easily

Wraparound care is the philosophy to build upon - BC mental health / food bank / mental health/ West Coast Resource Services / substance abuse / local physicians / alternative medical services/ blood lab / physio / parks and recreation/ public health / community health / tele health / safe zone for tsunami , emergency services / community kitchen / shelter / accommodation / dental services / specialist services / rentable space / emergency clinic / prenatal services / community para medicine / labs / x-ray & imaging / rehabilitation / Victims Services / transfer facility / veterinarian / pastoral & spiritual / cultural space / NTC Health Services/ education / preventative health / nutrition services / midwifery / nurse practitioner / senior care / harm reduction / community garden / exterior gathering space / hospice / adult day program (ie bathing) / senior support & care / aging in place

Key words of the – direct patient care / community care / mobile / hospice / health promotion / focus – not all things all people / community support services (food bank / community garden) / regional (all the communities) / transit, parking / accessibility / ambulance (access is key) / flexibility in design and use, storage / additional floor for emergency supplies / WCRS shared space / shared reception space & waiting space & universal spaces (diminish sensitive services) – multi-purposes / food bank close to a hub (not necessarily in the hub, can be divided by comm. garden) / 24-hr accommodation for staff / designated office & treatment space for services (lower travel time for specialists / service provider) / independent physician space w/ flex room / co-working space for visiting ministries like MCFD etc. / space to support distant learning / IT / telehealth / security / different platforms used by user groups / backup power / privacy & confidentiality esp. on paperwork / one-door all access (some shared admin within Island Health / comm. para medicine with ambulance) / rental units for revenue generation (housing for staff/specialists, 4-6 units) / Food bank commercial kitchen rent to other groups / maintain autonomy & interests of each user groups while sharing other spaces /

The Centre would ideally have the following key anchor tenants:

- 1) Island Health (primary care)
- 2) BC Ambulance Service BCAS
- 3) Physicians
- 4) Paramedical services group
- 5) Food bank / access model
- 6) First Nation health authority (incl. NTC)
- 7) Independent tenants
- 8) WCRS

Image and experience

- what kind of place should it be

- how should the new building fit into the community

How it looks:

Westcoast (natural wood / native wood / neutral tones / yellow / happy /stained wood / cedar log post in front / galvanized metal / fishing village / industrial look /) / not dated in 20 years / green (sustainability) / minimal environmental impact / no-off-gassing materials/natural light / low maintenance (exterior) / functional /

practical / cleanable / reclaimed materials with history / shake siding (in various materials) / Hardi planks (cementitious or other materials) / rain protection (overhangs) /reuse recycled rain water /sustainable landscaping / sustainable energy (solar panels) / coastal family / comfort, cosiness, warmth / large windows / large storage spaces/ in-floor heating / polished concrete (not in kitchen) / quiet HVAC / inviting / help people / accessible, easy to use door hardware / LED whole spectrum lighting / sound attenuation in the work areas / 2nd exit for staff / 3 walls for all offices / no interior metal doors (heavy for kids and catching fingers) / solar panels / LEED certified building / renewable energy / no natural gas here (hydro electricity + lower carbon) / finishes which are easy to maintain i.e. not linoleum which needs to be polished twice a year / consider replacement cost or availability of equipment, fixtures / water filling stations (interior & exterior) / outside washrooms / electronic bulletin board / flexibility for future expansion in technology / staff space / suitable plumbing fixture in commercial kitchen to meet health requirements / recycling centres / easy wayfinding / spacious waiting space for families / calming interior / child friendly waiting areas / physician space – no need for harsh clinical lights / legible signage system with symbols, braille; no grey graphics / accessibility – visual; hearing; bariatric; / encourage public transportation / wifi in waiting areas / pet friendly spaces inside and outside / gather public input / covered walkways / wildlife-proof garbage storage

Location – potential sites include:

UAC hall / community centre site / Forbes Road

Site must be able to handle a tsunami (on higher ground, emergency power sources)

The new hub is a continuation of the community services, so physical links to the community centre are desirable. Consensus to having the hub close to the community centre.

Considerations:

shared parking lot with community centre/additional transit plan between Tofino & Ucluelet to be/ exterior ramp access /pathways to upper floors (not gravel ones); easy access to Peninsula Road/ covered space pickup / drop off area

If building is multi-storey:

- elevator required; up to 3 floors/ good view from higher floors/ roof garden

G/F – patients and public access; independent pharmacy can lease the rental space (after hour pharmacy)

2/F – meeting & staff spaces

3/F – accommodation / BCAS / storage areas

Preferred architectural language:

Timbers log columns at front entrance / similar architectural language to the community centre if it is close to the centre / element of humbleness (unlike the RCMP building in Tofino) / no desire to spend money on extravagant design elements at the sake of function / building does not need to be a grand icon / if nearby UAC Hall – it should be identifiable as the location has historical value / scale / building envelope

Functional Program:

Shared lockable reception / provide health care access to tourists at a lower cost as opposed to going to hospital in Tofino

Character of Ucluelet to be reflected in the architecture:

Family-oriented / maintain quaintness / inclusiveness / fishing & logging / history (interpretive element in the waiting area & hallway) / shore pines / rhododendrons / weather (design to tolerate rain & storms from south) / gathering space – community feel / comfortable furniture / exposed aggregate for walkways / refer to FN committee; elder input; open houses / kitchen at Hitacc

Possible Synergies:

1. District of Ucluelet to build & manage; rent to recover cost; District asset
2. Regional hospital district to fund & manage
3. Co-funding (rec centre is an example but not co-managed)

APPENDIX B

- Needs to be community-driven regardless of ownership and management, no precedent exists in the region
- Neutral partners to provide a sustainable service for a changing community
- Identify types of services to be provided within the community to help the population stay within the community.
- Joint-collaboration – provide opportunities to add components to the urgent / primary care
- Operational model
- Provide patient care at home - what will be the future of healthcare model in the province that will provide Ucluelet's care
- Provide IV antibiotics daily
- Home physio in Ucluelet

Operating hours:

1. BCAS – 24 hrs (8-hr shift, 2 paramedics, 1 CP)
2. Victim services / nurses – hours outside hospital hours
3. Primarily business office hours
4. Home & community care - 7 days a week
5. Evening hours – in the future
6. Extended hours (evening or weekends) should be considered; BCAS CP can provide consulting service; primary care via telehealth

LESSONS-LEARNED

- Lack of storage
- Expandability & flexibility – multi-purpose / clear understanding of shared space & resources
- Noise control (planning)
- Security & safety
- Panic buttons – direct connection to RCMP
- Short-term comfort for open public area; higher level for restricted staff zones
- Safety and sensitivity of shared waiting room (family vs mental health patients)
- Only one door into reception area with gate to close off
- Waiting area – both quiet and active zones required
- Detailed consideration in rental agreements required – to consider future upkeep schedules etc
- Alternate access to various tenant spaces

Clientele in the community:

- The whole spectrum (average age is 32 in Ucluelet)

7. Wrap Up

Community engagement? – will need to go back to council first midway

“Health Campus”

APPENDIX C INPUT FROM STAKEHOLDERS FROM VISIONING SESSION

① ANCHORS

1. ISLAND HEALTH
2. BCAS
3. PHYSICIANS GROUP
4. PARA MED.
5. FOOD BANK
6. ACCESS MODEL

②

- NTC
- FIRST NATIONS HEALTH AUTHORITY
- INDEPENDANTS
- WCRS

③

Victim Services 24/7
Forensic Nurses 24/7
Primary office hours 7 days/week
Evening Home care
Ambulance → 24/7 each shift (2) paramedics
1 R & CP
Always physician on call 24/7
be able to lock off areas critical
labs - now inadequate space, recruitment issues
1/2 antibiotics need daily
home physio (no space in the room)
occupational therapy
group therapy
External access for accommodation

④

- meeting space for community of right w/ separate entrance → straddled by community centre, ↑ security
- generates revenue

LESSONS LEARNED

- lack of storage
- build for future growth
- sound attenuation
- build in flexibility / multi purpose
- clear understanding of shared space included operations / supplies / staff room services
- security & safety

⑤

- happy yellow ↓
- functional / practical
- Cleanable / easy to maintain
- open entry welcoming
- galvanized metal
- industrial look

⑥

- reuse materials
- shingles / shakes / panels
- Cementitious
- welcoming - First Nations elements
- rain management
- recycle rain water
- landscaping - green
- sustainable energy i.e. solar

⑦

1. District OWNED/MANAGED
 - costs beyond rent recovery
 - district asset
 - flexibility for future needs
 - one person to oversee building centre
2. Owned by Regional District?
3. Co-funders - recreation centre examples?
4. unique concept - no precedent not on Island Health Centre community driven
Parasite Island site is good example
- define what is shared in lessons

⑧

Provincial grant - Island Health unit? hospitals → provincial

- need a sustainable service that can expand - requires a neutral partner
- clinical voice on council is important gives community more input
- what is realistic? Look at mixed bag of populations
- FNHA? funding?
- Patient medical home model in place - what is required beyond? funding may be available provincially

⑨

- panic buttons @ reception & treatment spaces
- safety for patients
- one entrance point to reception, lockable gate community centre is good example
- quiet spaces, crisis place
- Capital fund from tenants for misc. items
- avg. age 32 all sectors of population
- Campus that happens in stages

⑩

- west coast not dated
- low maint.
- green
- natural light
- west coast
- natural wood
- native species
- neutral

⑪

- sustainable
- minimal env. impact
- low off gases
- Comfort (cool, warmth)
- large windows
- marbleum
- bts storage / built in
- polished conc.

⑫

- quiet HVAC
- limiting formal
- avoid metal doors
- easy to open doors HVAC
- full spectrum light
- sound proofing
- open reception & sep staff exit

APPENDIX C

7
 outdoor seating
 space, by area function +
 care + maintenance
 marmoleum
 LEED? certification not key
 but build w/ standards
 HVAC imp. human interface
 renewable energy

7
 hydro elec. = lower carbon
 careful choice of materials
 i.e. maintenance
 replacement parts for fixtures
 be mindful
 water filling stations
 outside public washrooms
 paper less

10
 white + black signs ideal
ACCESSIBILITY
 • language
 • doors
 • top priority
 • dual functions (bench w/ storage)
 • spritrol seating
 • natural disaster

11
 - encourage transportation besides cars
 bike racks
 • water station / wifi
 • bring community members to
 focus groups / stakeholders
 • dog tie up
 • play area

14
 • transit to front door w/ covered
 drop off space (also for cars)
 • close to comm. centre + expand,
 walkability
 • pharmacy? after hours
 • timbered Porte Cochere
 • wavy roof
 • continuity w/ adjacent buildings
 + surrounding areas / scale
 • element of humbleness
 functional, welcoming key

15
 ENV. ASSESSMENT: reclamation work
 may be required. balance costs +
 do things that make sense
 archaeological assessment req'd.
 expandable/divider for some adjoining
 locking reception
 security - CCTV?
 wild life considerations, garbage
 resources from tourism?

8
 electronic bulletin boards
 • technology → future systems +
 room for expansion / flexibility
 acoustic tile ceiling
 • sound attenuation
 • quiet spaces / privacy
 • plumbing for food health
 requirements in kitchen

9
 • recycling
 • easy to navigate
 • waiting area - large for families
 • warm - calming
 • children's area
 • lighting (no need to be clinical)
 • signage - readable
 large font
 color lights
 music
 elevators
 escalator

12
LOCATION
 landmark, key corner
 • VAC hall
 • community centre (side)
 • tsunami emerg. is factor
 • parking critical
 • physical links to community
 • covered walkways
 • will town centre change
 • multi storey?
 2nd floor
 • accommodation
 elevators
 escalator

13
 2nd floor / 3rd
 • storage
 • mtg space / multi use / independent
 office
 • accommodation on 3rd solarium
 roof garden / views
 • expand comm. centre parking +
 elec. chargers
 • transit - close to Peninsula Rd.
 or where bus is / connections
 • ext. stairs / ramps
 • path / linkages to community
 accessible / defined

16
CHARACTERISTICS OF UCLUELET
 • family focus
 • quaintness
 • culturally inclusive
 • fishing + logging
 • historical - display / incl. in design
 • landscape maintenance, rhedos
 • weather - storms consider in design
 weather patterns
 • gathering spaces / community feel
 • comfortable furnishings
 • exposed aggregates
 • indigenous input on culture +
 heritage

17
 • elder input / open houses / committees
 plan around anchor tenants
 kitchen of centre
 Atitacu

APPENDIX C

①
WHAT CENTRE IS ABOUT

- ACCESS TO SERVICES
- DIVERSITY/COHESION
- WRAP AROUND CARE
- FOOD BANK
- AMBULANCE
- MENTAL HEALTH ^{1/3/6/7} all

②

- SUBSTANCE ABUSE ^{all}
- LOCAL PHYSICIANS 3
- ALT. MEDICAL 4/7
- BLOOD LAB 1/7
- WCRS 8
- ~~PARA~~ PARA/KEZ
- PHYSIO. 1/4/7

⑤

- ✓ LABS 1
- GENERAL RENTAL SPACE 7
- X RAY / IMAGING 1
- PUBLIC HEALTH 1/6
- REHABILITATION 1/6/7
- VICTIMS SERVICES ^{RCMP / 1/7}
- VETRINARIAN 7

⑥

- CULTURAL SPACE
- SPIRITUAL / PASTORAL
- N.T.C.
- EDUCATION 7
- PREVENTATIVE HEALTH ^{ALL}
- NUTRITIONAL SERVICES ^{1/6/7/4}

⑨

- COMMUNITY SUPPORT SER. ⁹
 - ie. food bank, garden
- REGIONAL. all the communities
- TRANSIT, parking, accessibility
- AMBULANCE → access is key
- flexibility / storage

⑩

- WCRS - shared spaces
 - reception
 - waiting areas
 - universal access
 - meeting spaces
- 24 hr. accommodation for staff
- office space / treatment rooms

③

- ACCOMODATION
- PRIMARY CARE ^{1/3/6/7} all
- COMM. NURSING 1/6
- TELE HEALTH 1/6/3
- ~~LOCAL SCHOOLS~~
- SAFE ZONE. DISASTER EMERG. SERVICES ^{ALL}
- COMMUNITY KITCHEN ^{1/5/8}

④

- ~~CHILD CARE~~
- TRANSFER FACILITIES ^{TRANSITIONAL SHELTER 1/4/8}
- DENTISTRY 7
- SPACE FOR SPECIALIST / ^{1/7} USE
- EMERG. CLINIC * 3
- PRE-NATAL 1/4/6/3
- COMM. PARA MEDICINE 2

⑦

- MID WIFERY 7
- NURSE PRACTITIONER ^{1/3/4}
- SENIOR CARE 1/7/4
- HARM REDUCTION 1/7/6
- COMMUNITY GARDENS 5
- EXTERIOR GATHERING SPG
- day programs for seniors ^{- showers}
- AGING IN PLACE 1/7/4

⑧

- DIRECT CARE / ACCESS
- COMMUNITY CARE
- MOBILE
- ← HOSPICE
- HEALTH PROMOTION / ED.
- FOCUS. NOT ALL THINGS TO ALL PEOPLE

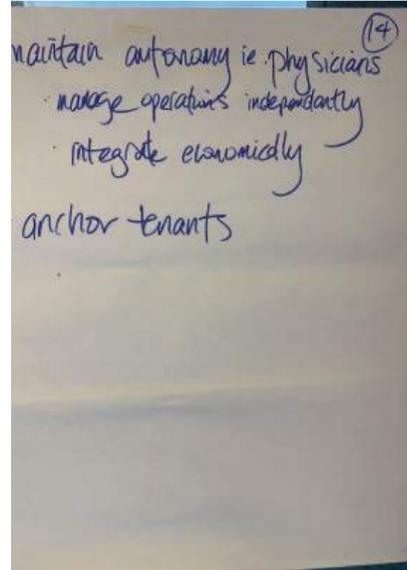
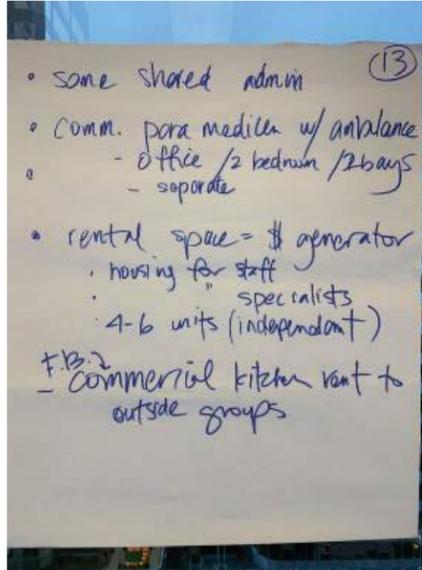
⑪

- independant physicians space ¹¹ w/ flex room (shared)
 - ie. hearing specialist
 - dietician
- admin space
- coworking spaces MCFD
- videoconf. for tele health

⑫

- IT services
 - security
 - several different platforms used by each group
- back up power
- privacy/confidentiality
- one main entrance to facility

APPENDIX C



APPENDIX D SITE LOCATION OPTIONS & PARKING CALCULATIONS FROM THE DISTRICT

bra

<https://mail.cta.bc.ca/zimbra/h/printmessage?id=992808&tz=Amer>

Zimbra

tony.y@cta.bc.ca

FW: Ucluelet Community Clinic - Option 5

From : Mark Boysen <mboysen@ucluelet.ca>
Subject : FW: Ucluelet Community Clinic - Option 5
To : tony y <tony.y@cta.bc.ca>

Fri, Apr 17, 2020 07:39 AM
 2 attachments

Hi Tony,
 See Bruce's comments below about parking and location considerations for consideration.
 Thank you.
 Mark

-----Original Message-----
 From: Bruce Greig <bgreig@ucluelet.ca>
 Sent: April 16, 2020 3:44 PM
 To: Mark Boysen <mboysen@ucluelet.ca>
 Subject: RE: Ucluelet Community Clinic - Option 5

Hi Mark;

To meet our zoning bylaw they could eliminate a dozen parking spaces. To meet the practical needs, probably even more.

The buildings sits at just over 21,000 sq.ft., which is about double what we were originally expecting?

I've also thrown in a sketch of other locations along Matterson which might be worth exploring - some already under public ownership and some not. Food for thought. The triangle where the BMX track sits makes some sense to me.

Let me know if you need anything else at this point.
 Thanks,
 Bruce

-----Original Message-----
 From: Mark Boysen <mboysen@ucluelet.ca>
 Sent: April 14, 2020 8:30 AM
 To: tony.y@cta.bc.ca
 Cc: Bruce Greig <bgreig@ucluelet.ca>
 Subject: RE: Ucluelet Community Clinic - Option 5

Hi Tony,
 Thanks for your patience. This has been a very long 4 weeks for our little town, but we are doing well with our town's response. We have almost no tourists in town and the RCMP are 'greeting' people at the junction.

Thank you for the updated drawings. Trying to find a clearer path for both of us to complete this project. My thoughts now are to have 2 options for analysis, 1) this design existing proposed location at the UCC and 2) this design on an already developed site. I believe the footprint of the building is now too big for the previously proposed UAC Hall location at Matterson and Peninsula? Please let me know what you think.

My thoughts are that this building is becoming a little large, but I think Council wants to go in this direction for now and that we can trim in our next phases of the project.

Thank you.
 Mark



HEALTH CENTRE FEASIBILITY STUDY OPTION 5A | SITE PLAN



4 units RESIDENTIAL = 4 SPACES
 1631 m² @ 1 space/40m² = 40.8 SPACES
45 TOTAL PER
 ZONING BYLAW *
 (* WITHOUT VARIANCE OR SHARED PARKING BEING)

APPENDIX E CONCEPT DESIGN

UCLUELET HEALTH CENTRE FEASIBILITY STUDY OPTION 5A

SITE PLAN



1 SITE PLAN
 SK-01 1:500 REF. DWG. SK-04



SK-01

APPENDIX E CONCEPT DESIGN

UCLUELET HEALTH CENTRE FEASIBILITY STUDY OPTION 5A

FLOOR PLAN LEVEL 1



SK-02

APPENDIX E CONCEPT DESIGN

UCLUELET HEALTH CENTRE FEASIBILITY STUDY OPTION 5A

FLOOR PLAN LEVEL 2



1 Level 2
 SK-03 1:100 REF. DWG. SK-04

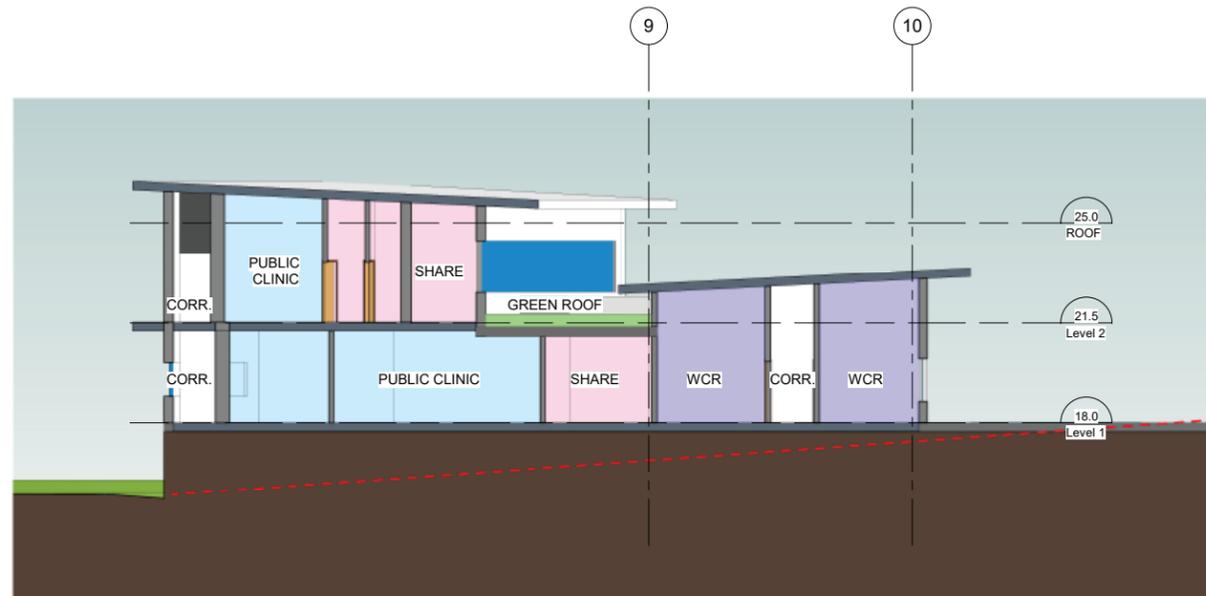


SK-03

APPENDIX E CONCEPT DESIGN

UCLUELET HEALTH CENTRE FEASIBILITY STUDY OPTION 5A

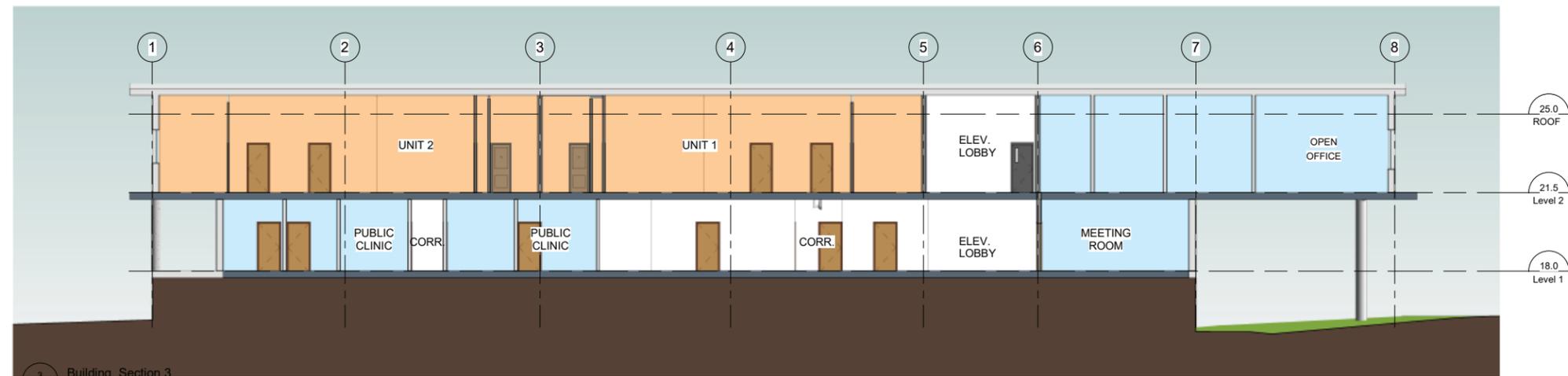
BUILDING SECTIONS



LEGEND

- CIRCUATION
- PUBLIC CLINIC
- SHARE SPACE
- WEST COAST RESOURCE CENTER

1 Section 6
SK-04 1:100 REF. DWG. SK-02



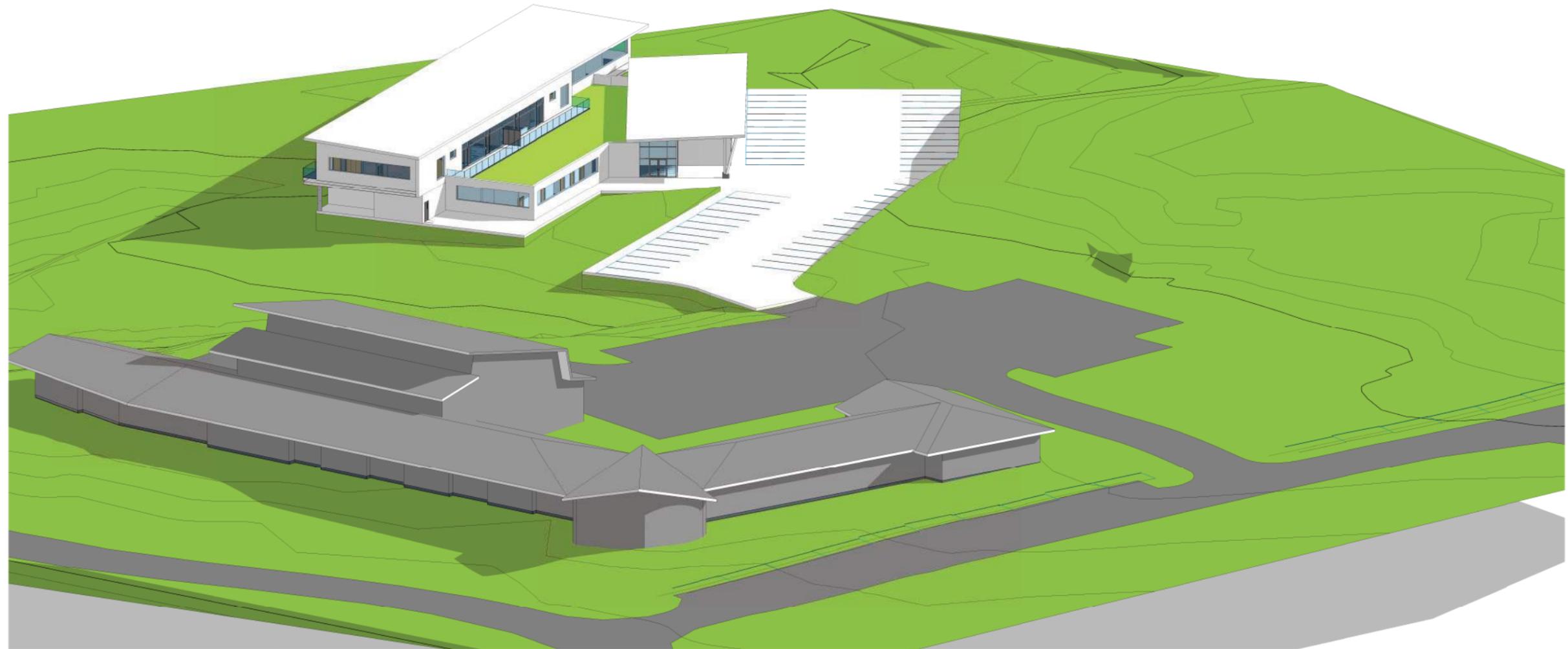
3 Building Section 3
SK-04 1:100 REF. DWG. SK-02

SK-04

APPENDIX E

UCLUELET HEALTH CENTRE FEASABILITY STUDY OPTION 5A

3D VIEW



1 3D View
SK-05

SK-05

APPENDIX E CONCEPT DESIGN

UCLUELET HEALTH CENTRE FEASIBILITY STUDY OPTION 5A

3D VIEW



1 3D View 2
SK-06

SK-06

APPENDIX F WEST COAST RESOURCES SOCIETY SPACE LIST

Zimbra **tony.y@cta.bc.ca**

Ucluelet Health Centre

From : Mark Boysen <mboysen@ucluelet.ca> Fri, Jan 31, 2020 11:41 AM
Subject : Ucluelet Health Centre 2 attachments
To : tony y <tony.y@cta.bc.ca>

Hi Tony,
 What is the current timeline to get the updated options to staff?

Couple of other comments:

1. Could you confirm the circles on the maps? I thought these were significant trees, but I am not sure that looks correct.
2. The West Coast Resources Society space at the UCC is identified in the attached. It includes VIHA space that may already be in the plans, and also a small kitchen and small dining space for their weekly community lunches. I would like to include them in our next iteration of designs for the centre. Is it an option to have that space considered in the options provided to Council, even with limited detail?

Thank you.
 Mark



Mark Boysen
Chief Administrative Officer
 Box 999, 200 Main Street,
 Ucluelet, B.C., V0R 3A0
 Phone: 250-726-7744

From : Abby Fortune <AFortune@ucluelet.ca> Fri, Jan 31, 2020 11:31 AM
Subject : Hub sq footage 1 attachment
To : Mark Boysen <mboysen@ucluelet.ca>

Hub space

Lease calculation of pro rata on shared floor space

Hub Sq footage total 2,289

Actual Floor Space	including shared space	
107	161	144 MCFD
106	159	143 VIHA
106	159	142 Nlc meeting /kitchen room
446	670	140
37	56	141 storage room
232	348	134 Wcrs
85	128	132 wcrs
87	131	131 wcrs
87	131	130 wcrs
85	128	129 wcrs
78	117	128 wcrs
68	102	133 hub office

1,524 2,290

Sincerely,
Abby



Abigail K. Fortune
Manager of Recreation & Tourism
 Ucluelet Parks & Recreation Dept.
 P.O. Box 999, Ucluelet, B.C.
 Phone: 250-726-7744 ext 234
 Cell: 250-266-0297

"Never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it is the only thing that ever has." — Margaret Mead

APPENDIX G - BAY ST TO MARINE SEWER LINE - NEW PROJECT FOR 2020

Zimbra

tony.y@cta.bc.ca

Bay St to Marine Sewer Line - New Project for 2020

From : Mark Boysen <mboysen@ucluelet.ca>
Subject : Bay St to Marine Sewer Line - New Project for 2020
To : tony y <tony.y@cta.bc.ca>

Mon, Jan 27, 2020 12:42 PM
 1 attachment

If we haven't shared this with you already, we should have.
 This project for a new sewer line will be proceeding this year. It still allows space for the option you proposed north of the stream course on the site.
 Talk to you soon.
 Mark

1750-001_PRELIM_26NOV19.pdf
 5 MB



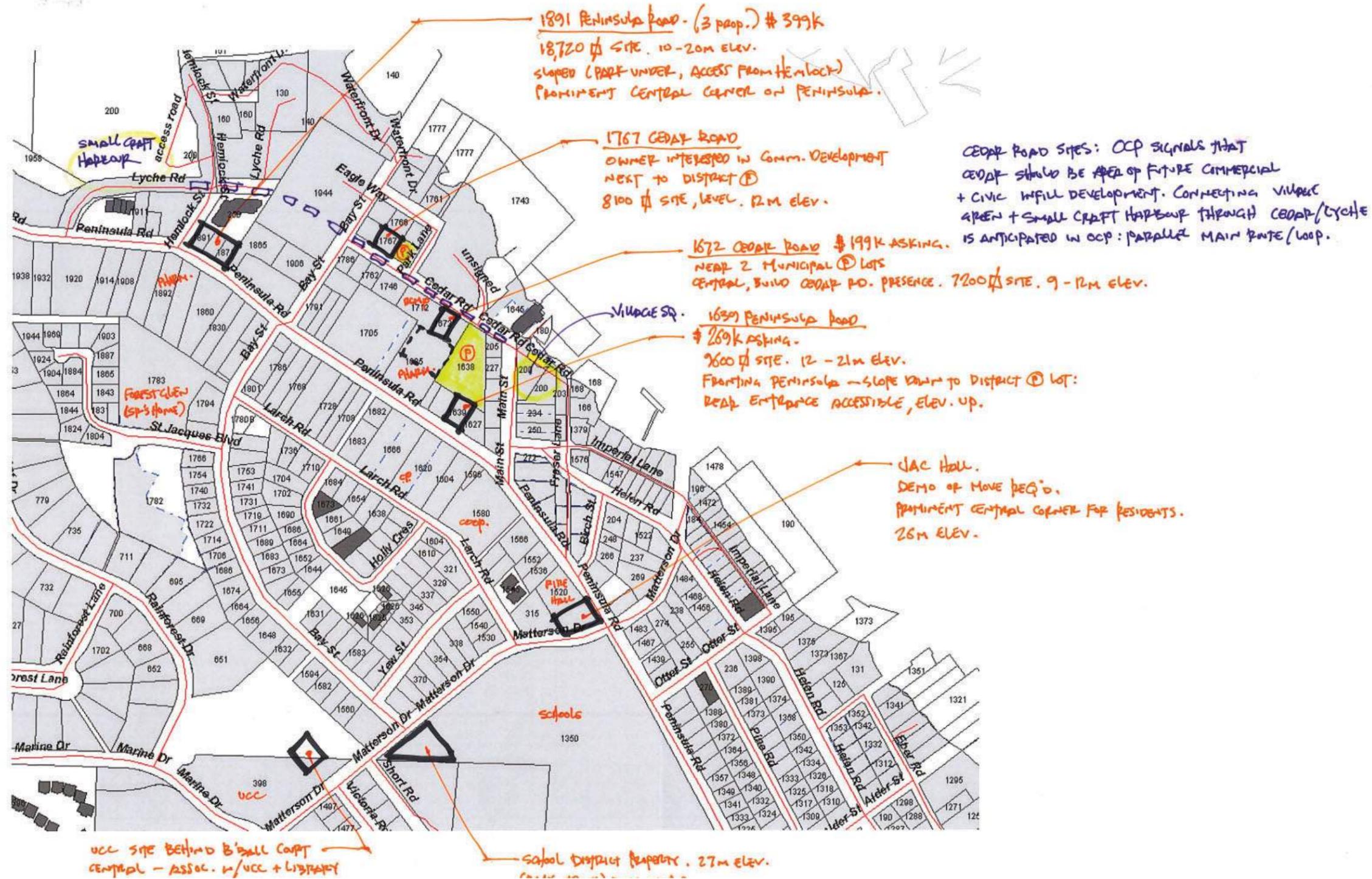
	CLIENT	DISTRICT OF UCLUELET	
	PROJECT	BAY STREET SANITARY SEWER	
TITLE		PROPOSED SANITARY SEWER AND PATHWAY	
DATE	OCTOBER 31, 2019	SCALE	1:1000
PROJECT No.	1750	DWG No.	1750-001

APPENDIX H STAKEHOLDER LIST

Ucluelet Health Centre Project: Stakeholder List

	Attending Sept 20	Name and Title	Organization	Info
1	Yes	Scott McCarten, Corporate Director, Capital Management & Finance Projects	Island Health	250.519.5300 x12817, scott.mccarten@viha.ca
2	No	Chris Sullivan, Director, Capital Planning	Island Health	chris.sullivan@viha.ca
3	Yes	Marie Duperreault, Director Alberni-Clayoquot Region	Island Health	Marie.Duperreault@viha.ca
4	No	Lisa Murphy, Director CI/NI MHSU	Island Health	
5	No	Jess McConnell, Manager MHSU	Island Health	
6	No	Catriona Gano, Director Lab Services	Island Health	
7	No	Esther Pace, Manager Public Health	Island Health	
8	Tentative	Brooke Wood - Chapter Coordinator	Rural and Remote Divisions of Family Practice, Long Beach Chapter	bwood@divisionsbc.ca
9	Yes	Spencer Touchie	Ucluelet First Nation	spencer.touchie@ufn.ca
10	Tentative	Chief Anne Mack	Toquaht Nation	annem@toquaht.ca
11	Tentative	Saya Masso	Tla-o-qui-aht First Nation	lands@tla-o-qui-aht.org
12	Yes	Kari Wuttunee, Regional Manager, Primary Care	FN Health Authority	Kari.Wuttunee@fnha.ca
13	Yes	Marcie DeWitt, Coordinator	Alberni-Clayoquot Health Network	achn@acrd.bc.ca 250.726.5019
14	Yes	Dr. Carrie Marshall	Ucluelet Medical Centre	carriesmarshall@gmail.com
15	Yes	Michelle Hanna, Site Director	Tofino General Hospital and West Coast Community	michelle.hanna@viha.ca
16	No	Bob MacPherson, CAO	District of Tofino	bmacpherson@tofino.ca
17	Yes	Tom Stere, Councillor	District of Tofino	stere@tofino.ca
18	Yes	Faye Missar, Program Coordinator	Clayoquot Biosphere Trust	faye@clayoquotbiosphere.org
19	No	Cris Martin	Ucluelet Food Bank	cmartinashbee@gmail.com
20	Yes	Barb Millar	Ucluelet Food Bank	bmillar8@telus.net
21	Yes	Laurie Bird	Ucluelet Food Bank	lbird@telus.net
22	No	Margaret Morrison	West Coast Resources Society	mmwcrs@gmail.com 250-726-2343
23	Yes	Brooke	Harbour Health	brookermt@gmail.com
24	Yes	Ron Norman	Pacific Rim Chiropractic	info@pacificrimchiropractic.com
25	Yes	Mayco Noel, Ucluelet Mayor	District of Ucluelet	mnoel@ucluelet.ca
26	Yes	Lara Kemps, Councillor	District of Ucluelet	lkemps@ucluelet.ca
27	Yes	Marilyn McEwen, Councillor	District of Ucluelet	Mmcewen@ucluelet.ca
28	Yes	Rachelle Cole, Councillor	District of Ucluelet	rcole@ucluelet.ca
29	Tentative	Jennifer Hoar, Councillor	District of Ucluelet	jhoar@ucluelet.ca
30	Yes	Mark Boysen, CAO	District of Ucluelet	mboysen@ucluelet.ca
31	Yes	Bruce Greig, Manager of Community Planning	District of Ucluelet	bgreig@ucluelet.ca
32	Yes	John Towgood, Planner	District of Ucluelet	jtowgood@ucluelet.ca
	Yes	Rick Geddes, Fire Chief	District of Ucluelet	rgeddes@ucluelet.ca
33	Yes	Abby Fortune, Manager of Parks and Recreation	District of Ucluelet	afortune@ucluelet.ca
34	No	Warren Cannon, Manager of Public Works	District of Ucluelet	wcannon@ucluelet.ca
35	Yes	Denise Stys-Norman, Execuative Director	Tourism Ucluelet	dstys-norman@ucluelet.ca
36	Yes	Tony Yip, consultant	CTA	tony.y@cta.bc.ca
37	Yes	Vivan Chai, consultant	CTA	vivan.y@cta.bc.ca
38	Yes	Sharon Lui, consultant	CTA	sharon.y@cta.bc.ca
	26-30	Total Number of Participants		

APPENDIX I PRELIMINARY POTENTIAL SITE LOCATIONS



APPENDIX J PHYSICIAN'S INPUT

Zimbra

tony.y@cta.bc.ca

Ucluelet Health Centre Nov 25, 2019 Call Summary

From : Sharon Lui <sharon.l@cta.bc.ca>

Wed, Nov 27, 2019 04:10 PM

Subject : Ucluelet Health Centre Nov 25, 2019 Call Summary

To : Carrie Marshall <carriesmarshall@gmail.com>, Mark Boysen <mboysen@ucluelet.ca>

Cc : Tony Yip <tony.y@cta.bc.ca>

Hi Carrie, Mark,

Below is a summary of our call:

Physicians Space:

- look at work flows ie: for each physician - 1 charting room with (2) exam rooms attached
- 3rd charting room is for students
- Minor Procedure room - enclosed and easily accessible from exam room area by all physicians
- patient washroom should have a pass through for specimens
- small fridge accessible from physicians area
- sufficient storage

Shared Spaces with VIHA:

- meeting room
- w/c for staff and patients
- physicians space should have the ability to be closed off to work independently on weekends and for confidentiality

First Nations Input

- this will likely be office type space as clinical work is done on the reserve or through VIHA if off the reserve
- Carrie will reach out to her contacts at FNHA/NTC to be part of the planning process and inquire if their organizations may have a need/interest in both space and design/cultural input

Mental Health Input

- Mark and Carrie agreed that it would be beneficial to have mental health services in the Centre
- more integration with VIHA Mental Health and West Coast Mental Health is important

Next steps:

- CTA will work on the design layout options based on the Physician's space requirements in the February 24, 2017 Alberni-Clyoquot Integration Space requirements form
- consideration for including space for office type space for non profit tenants and FNHA/NTC

Sharon Lui Architect AIBC

**CHERNOFF THOMPSON
ARCHITECTS**

1340 - 1075 West Georgia, Vancouver, B.C. V6E 3C9

P: 604-669-9460 | F: 604-683-7684 | cta.bc.ca

APPENDIX L ENVIRONMENTAL ASSESSMENT FOR UCLUELET COMMUNITY CENTRE HUB

Ucluelet Health Centre
 District of Ucluelet
 Ucluelet, BC

Visioning Workshop Agenda

The workshop session is framed around exploring the ideal for the Ucluelet Health Centre, and to establish defined goals for achieving the type of health facility appropriate for the future. The intended outcome will be to achieve consensus on a vision for the new building and key objectives for its design.

- | | | |
|----|--|---------------|
| 1. | Introductions | 9 -10:30am |
| 2. | Description and objectives of this visioning process | |
| 3. | What are the anticipated community needs and objectives for the new facility | |
| 4. | Explore what a Health Centre for Ucluelet is now and the future <ul style="list-style-type: none"> • the vision • uses, functionality • informal interaction, gathering • space sharing • technology • amenities • community outreach • external collaboration, industry connections | |
| 5. | What are the types of spaces needed to meet the needs and objectives | |
| | Break | 10:30-10:45am |
| 6. | Image and experience
- what kind of place should it be
- how should the new building fit into the community | 10:45-12pm |
| | Lunch | 12-12:45pm |
| 7. | What implications would the above discussion have for changes to existing facilities
- what works and doesn't work
- are there elements of the existing facilities that can affect the vision
- are there elements that might present opportunities | 12:45-1:30pm |
| 8. | Wrap Up | 1:30-2pm |

APPENDIX L

Environmental Assessment Document (EAD) for the Ucluelet Community Centre Hub, District of Ucluelet, BC

Project MRIF #17486

Prepared by:



District of Ucluelet

&



ENKON ENVIRONMENTAL LIMITED

May 2008

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3. Detailed drawings of proposed project

1.0 INTRODUCTION

1.1 Background

The District of Ucluelet has been working to create a new Community Centre since the 1980's when the Council and Recreation commission of the time determined that a new facility was required. In the early and mid nineties a resurgence of this project took place with a long term planning committee, community forum, open houses and work with an architect. Due to an economic downswing within the community the project was placed on hold. In 2002/2003 the project was revisited with a further focus on a conference component in order to satisfy a Softwood Lumber Economic Grant; the project was turned down for this grant. In 2007 with the announcement of the Municipal Rural Infrastructure Grant the District of Ucluelet again revisited the Community Centre Project this time along with a hub component and working with a local Day Care Society to build a Day Care Centre.

There has been strong interest in this project from the public and other governmental agencies. With the Hub (Family & Children's Services) this area was created in consultation with, and requested by, various government agencies that currently do not have locations or proper facilities in which to appropriately offer their services. There will be a charge to lease these spaces to cover overhead, and offset initial capital investment.

There have been many community consultations over the past two decades. The Recreation Commission has been the primary source of consultation as well as numerous public processes over these 20 years. There have been articles in the local newspaper and more currently the westcoaster.ca . The Municipality has targeted some specific groups for their input, such as teens, instructors, Pacific Rim Art Society, etc. The Director of Recreation has also been in consultation with many colleagues regarding the programming needs of a community of this size as well as looking at future growth requirements.

The centre will provide Ucluelet and the surrounding area with a comprehensive recreation and support facility, catering to the universal approach of providing services for all ages with a focus on the family. A dedicated teen room and dance studio will be just one of the highlights of this facility; providing much needed programming for the community. The centre will be easily accessible to all community residents and visitors, located in a park like setting near other community recreation facilities.

1.1.1 Project Identification

The latitude and longitude of one of the tributaries is 125 33 1.308 longitude and 48 56 17.965 latitude.

APPENDIX L

1.1.2 Applicant

District of Ucluelet

1.1.3 Name of Project

The name of the project is the “**Ucluelet Community Centre Hub**” in the District of Ucluelet, BC.

1.2 Project Contact

1.2.1 Project Manager/Engineer

Colin East, Project Manager

Heatherbrae

#4 – 1969 Boxwood Road

Nanaimo, B.C. V9S 5X9

Phone (250) 716-0057 Fax (250) 716-0067

coline@heatherbrae.com

1.2.2 Environmental Assessment Contact

Susan Blundell, Office Manager

ENKON Environmental

Suite 310-730 View Street

Victoria, BC

V8W 3Y7

Tel: (250) 480-7103

Fax: (250) 480-7141

sblundell@enkon.com

1.2.3 Project Administrator

Abby Fortune, Director of Recreation

District of Ucluelet

P.O. Box 999

Ucluelet, B.C. V0R 3A0

Phone (250) 726-4772 Fax (250) 726-7335

afortune@ucluelet.ca

APPENDIX L

1.3 Purpose of and the Need for the Project

The facility will provide Ucluelet with a comprehensive recreation and support facility, catering to the universal approach of providing services to all ages with a focus on families. The centre will be easily accessible to all community residents and visitors, located in a park like setting, near other community recreation facilities. The facility will have a positive business impact for Ucluelet and the area, by providing a facility to attract cultural and tourism opportunities, meet the needs of the citizens and maintaining and attracting families demanding community resources to stay in Ucluelet.

1.4 Project overview and Scope

The address of the property is 400 Matterson Road. It is located on the north side of Marine Drive in between Rainforest Drive and Matterson Drive, which run on either side of the development in a northeast-southwest direction (Figure 1).

The building setbacks from any water body shown on the current site layout are outside of the setback determined by ENKON Environmental using the detailed Riparian Assessment methodology (Figure 2).

The latitude and longitude of one of the tributaries is 125 33 1.308 longitude and 48 56 17.965 latitude.

2.0 FIRST NATIONS

The local First Nations for this area are Ucluelet First Nations. They do have a great interests in this project as it will also be a location for people from Ucluelet First Nations to participate in programming and social services.

They have determined that there are no heritage resources or current use of lands and resources for traditional purposes by First Nations, concerns on the property of land being developed for the Ucluelet Community Centre Hub project.

Discussions were originally held with Ucluelet First Nations at a Community to Community Forum on March 4th, 2008. An official presentation was held on Tuesday, May 13th with the band council to further discuss the project and answer any questions. This proved to be a very positive supportive session.

Please see attached letter of support.

APPENDIX L

3.0 PUBLIC/GOVERNMENT DEPARTMENT CONSULTATION

- Al Magnon is a freshwater fisheries biologist with the Department of Fisheries and Oceans (DFO) whose area includes Ucluelet. He was contacted in regards to any potential impacts on fish and fish habitat. He deferred comment to Doug Swift who was later contacted. ENKON is in consultation with DFO and is working to complete a comprehensive fisheries assessment of the watercourses on the property. Minnow trapping has occurred however in order to determine the fish bearing status of a stream a second assessment must be undertaken. The second survey will occur in early June and will involve electroshocking the watercourses. Once the status of the watercourse has been determined ENKON will further consult DFO. A site visit will be undertaken by Doug Swift in early June.
- The District of Ucluelet has committed to a 1:1 replacement of all loss of instream and riparian vegetation.
- There have been many community consultations over the past two decades. The Recreation Commission has been the primary source of consultation as well as numerous public processes over these 20 years. There have been articles in the local newspaper and more currently the westcoaster.ca . The Municipality has targeted some specific groups for their input, such as teens, instructors, Pacific Rim Art Society, etc. The Director of Recreation has also been in consultation with many colleagues regarding the programming needs of a community of this size as well as looking at future growth requirements.

TIME LINES

- 1980's Recreation Commission recognized a need for a new community centre, and identified the Big Beach Area as the preferred site;
- 1993 Community Centre site at Matterson and Marine Drive was officially designated by Council and Land Titles;
- 1995 Acton Ostry Architects were officially hired as the architects for the project;
- 1996 Consultations with the public and the Ucluelet Recreation Commission and Council took place assessing needs.

- A draft plan was presented.
- 1998 Project was shelved due to the economic down swing
- 2002/2003 Project was revisited with a further focus on a conference component in order to satisfy a Softwood Lumber Economic Grant.
- 2004 The District of Ucluelet ultimately did not receive the Softwood Lumber Grant for this project.
- Additional land adjacent to the Community Centre site was given to the District of Ucluelet as an amenity.
- 2005/2006 Skateboard Park & Basketball Court were built.
- Jan 30, 2007 The District of Ucluelet applied for a Municipal Rural Infrastructure Grant for a maximum of \$2,000,000 from both the Province and the Federal Government on a \$9 million dollar project.
- February, Acton Ostry reassessed the program needs with Ucluelet Recreation Commission
- Overall design was established for the whole community centre site
- May, 2007 The MRIF project grant was forwarded to the next phase.
- June, 2007 Public Open Houses where held
- July, 2007 Community Hub Component has established with the Coastal Family Resource Coalition.
- January 24, Open House
- February 7 Open House
- April 9th, 12th, & 19th Information Session
- April 29th Town Hall Meeting

The District of Ucluelet hosted many open houses to review the draft concept of the community centre and has made adjustments based on the input. Overall the initial Open Houses for the Community Centre Hub went very well. A highlight was the Grade 11 Communication students who came down to look at the facility; they were very pleased with the overall concept, the fact that it was centrally located and that the District was looking at green initiatives. The classic comment was “we can hang out there”.

APPENDIX L

4.0 THE PROPOSED PROJECT

4.1 Existing Infrastructure

Currently 14% of the site has been developed. There is a small parking lot near the corner of southeast area of the property. A skate park and adjacent basketball courts have been created.

4.2 The Proposed Development

The proposed development is the construction of a community facility that will support recreational and cultural activities for the people of Ucluelet.

The facility is comprised of two buildings that will be connected by a roof but be separated by an open-air breezeway. The larger Community Centre building is approximately 19,500 ft² in area and will house community centre activities, a library and a social services "hub". The smaller building is a 2,300 ft² day care that will house infants and toddlers.

The Community Centre project is to be constructed under the MRIF agreement while the day care component will be funded by other sources.

Please see attached detailed drawings of proposed project.

4.2.1 Component 1

The recreational and cultural activity areas to be included in the 19,500 ft² Community Centre component will include: four (4) multipurpose activity rooms, a 50 seat community meeting room, a dance studio, a multipurpose performance hall with stage, a kitchen and three (3) administration offices. The 1,200 ft² library will house a branch of the Vancouver Island Regional Library. The Social Services "hub" will include: eight (8) offices and a large meeting room adjacent to a children's activity room.

The Community Centre is located at the south corner of the site and is essentially L-shaped in plan. The wing that houses community centre activities and the library parallels Marine Drive. The wing that houses the Social Services "hub" and day care parallels Matterson Drive.

The parking area is situated between the two wings and is located to the north of the facility. The remainder of the site is natural forest that will be supplemented with indigenous landscaping around the perimeter of the building. An existing rock outcropping will be removed and the building site will be prepared for construction of the facility through a careful cut-and-fill process and selective tree removal that will minimize disruption to the site. Although there will be some disruption to an existing watercourse, such action will be

mitigated through environmental compensation that will be integrated into other areas of the site.

Construction of the facility will be concrete slab on grade with traditional stick framing, glue-lam beams, heavy timber, cedar siding and standing-seam metal roofing. Mechanical systems include air source heat pumps with in-slab heating. The building will be sprinklered.

The project will incorporate numerous sustainability features and it is anticipated that it will meet LEED Gold certification requirements.

Overall dimensions of the building are as follows:

Total Length (of the two building wings along their longitudinal axes): 375'-0" (114.3 m)

Width (typical): 40'-0" (12.0 m)

Width (at the Main hall): 99'-0" (30.2 m)

Typical height: 15'-0" (4.6 m)

Maximum height (at the Main Hall): 32'-6" (9.9 m)

Blasting

Where required, blasting will be permitted only after securing the approval of the Engineer. The Contractor at his expense shall repair damage caused by blasting. The method and procedure employed for blasting shall be in accordance with Provincial and Municipal ordinances. The Contractor shall not do any blasting without first verifying that his insurance covers any loss of life or damage that may result from this work and providing acceptable proof of coverage to the Engineer. The Engineer, in granting approval for blasting, does not in any way assume responsibility for injury, loss of life, or damage that may result therefore, and such approval shall not be construed as approval of the methods employed by the Contractor in blasting, the sole responsibility therefore being that of the Contractor.

The Contractor shall notify the Engineer immediately in the event of any damage or injury caused by the Work.

The supplying, hauling, handling, and storing of all explosives and accessories shall be done in accordance with the rules and regulations of the Explosive Division, Department of Mines, Ottawa, and the Mining Act, any other provincial or municipal regulations governing the handling and use of explosives. Approved blasting warning procedures shall be posted at all entrances to the blast sites, and approved warning horns shall be used as required by WCB, or any other regulations governing the use of explosives. No explosives shall be stored on the site nor shall any blasting be done without the prior notification of the Engineer in writing at least 24 hours in advance. A daily written blasting plan shall be provided. The schedule shall indicate the proposed types and quantities of explosives to be used, loading charts and drill hole patterns, type of caps, blasting techniques, blast protection measures for items such as

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flying rock, vibration, air shock, dust and noise control, time of blasting and other pertinent details relevant to the work being undertaken.

Prior to commencement of the project, the Contractor shall submit copies of manufacturer's product data sheets to the Engineer for all explosives and blasting accessories to be used on the project. Unless otherwise directed by the Engineer, all blasts shall be covered by two layers (double matting) of approved blasting mats. Loose surface material shall be removed prior to drilling. Drilling shall be carried out through firm overburden where present, to provide further protection from fly rock during blasting. Additional protection shall be supplied at the Contractors expense as necessary.

4.3 Project Development Schedule

Please see attached schedule

5.0 SITE HISTORY

The area being proposed for the Ucluelet Community Centre Hub is an undeveloped piece of land within the Municipal boundaries,. Having been logged many years ago, the area is primarily stunted, natural species, second growth, There are a few old growth "snags" which, where possible, will be retained. There are no concerns of soil/groundwater contamination within or adjacent to the project site.

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6.0 DESCRIPTION OF THE ENVIRONMENT

The project area is consistent with the west coast forest found around Ucluelet. There are large veteran trees located on the property that have been surveyed in by a forester. The sensitive ecosystems located on the property are riparian areas and two small wetlands.

6.1 Water Resources

There is one non-gazetted creek present on site which has two tributaries, one that drains into the mainstem from the east (originating north of basketball court) (Reach 4, Photos 3&12#) and one from the north which originates in a wetland (Reach 5, Photo 11). The mainstem flows from the west along Rain Forest Drive and then flows southwest to the culvert under Marine Drive (Reach 1-3). Based on the creek widths observed on the site riparian setbacks should range between 10 to 12 m for the creeks and 15 to 30 m for the wetland, Reach 6 (15 m for north, west and east sides; 30 m for south side) (Figure 2).

The current basket ball court is adjacent to the headwaters of the tributary, Reach 4. There are pockets of water but no defined channel. The water in this headwater section of the creek appears to flow subsurface. The actual channel initiates approximately 20 m from the edge of the basketball court and is shown in Figure 2.

Reach 5 initiates downstream of the wetland (Reach 6, Photo 10) that is located between two houses on Bay Street. This wetland (Reach 6) consists of a thick impenetrable shrub layer.

There is a wetted depression (wetland) located to the north of Marine Drive (Figure 2). Although this feature appears to be manmade is has become naturalized and is very likely being used as breeding habitat for frogs and salamanders.

6.2 Fish and Fish Habitat

There is some suitable fish rearing and breeding habitat on the site although it appears the culvert located at Marine Drive may currently act as a man-made fish barrier due to its gradient and velocity of water. As well, water levels in the tributaries (Reaches 4 and 5) during the summer may not be significant enough to sustain fish. Minnow traps were set in the creek and as mentioned in Section 3 and a second fisheries technique will be undertaken in early June when the electroshocking window opens (Photo 9). This second technique will fulfill the second of DFO's requirements of two techniques used to determine the fish status of a stream.

The tributary that is proposed to be modified (Reach 4) due to the construction of the parking lot does contain a natural gradient barrier just upstream of its outlet into the mainstem which indicated that this area is unlikely fish bearing.

The distance to the water bodies on the property to the proposed development site layout is as follows;

- Reach 1 32 m
- Reach 2 43 m
- Reach 3 70 m
- Reach 4 0 m
- Reach 5 80 m
- Reach 6 85 m
- Isolated Wetland 0 m

These distances were taken from the center of each reach break. Minnow traps were set in Reaches 1 and 4 for 24 hours. No fish were caught in any of the traps however the traps did contain amphipods and stone fly larvae.

6.3 Geology

The test pit was extended to a depth of 2.2 m below ground surface. In general, the subsurface investigation revealed the following subsoil profile:

- 0.3 m of soft wet peat, vegetation, decayed plants and silt over,
- Brown, soft to firm, moist to wet, clayey silt, to 1.1 m over,
- Brown, dense, moist, gravely silt to termination 2.2 m below ground surface.

Seepage from the surface soils was encountered, and flowed into the testpit during excavation at a rate of approximately 0.3 m in 15 minutes. This rate would slow as the water level rises to the ground surface.

Soil conditions over the rest of the site consisted of a layer of forest vegetation over igneous bedrock. Bedrock was also exposed at the surface in several areas. Some shallow areas of gravel and silt fill were noted, particularly in the parking area. It is likely that most hollows in topography would have collected silty colluvium from the weathered bedrock.

6.4 Land Use

Present land use is an undeveloped lot. There is a eleven acre parkland lot across the street from the lot as well as a basketball court and skateboard park have already been placed in the overall lot site. A day care will also be built next to the Community Centre Hub and both the Ucluelet Elementary and Secondary School are located near the project.

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Other adjacent properties include residential and strata lots.

6.5 Vegetation

Vegetation on the site is typical of the Coastal Western Hemlock, Southern Very Wet Hypermaritime (CWHvh1) and consists of western hemlock, western redcedar, yellow cedar with some Sitka spruce and shore pine. Red alder was observed in several disturbed areas. The understory is mostly salal, evergreen huckleberry, red huckleberry and deer fern. Skunk cabbage and salmonberry was observed in riparian areas. The understory is very dense with the salal and evergreen huckleberry growing over 6 ft in many places (Photo 1 and 2).

No rare plant communities or rare plants were noted during the assessment. It is unlikely that the site contains any SARA listed plant species however a comprehensive rare plant survey was not undertaken. A detailed rare plant survey was undertaken on a nearby property and no plants were located on the terrestrial portion although several species were located in the coastal habitat. This community center property only contains terrestrial habitat.

The vegetation between the ocean and Marine Drive has not been disturbed and is composed of native vegetation. There are houses on the opposite side of Matterson Drive as well as a disturbed area. The vegetation on the opposite side of Rainforest Drive has been minimally disturbed; it is a housing subdivision that has been designed to retain most of the vegetation and create a minimal footprint for the houses.

6.6 Wildlife

The project area was surveyed for wildlife habitat and features. The survey looked for structural complexity of the forest, age of the forest, presence of wildlife trees, amount and stage of coarse woody debris and forage potential. Opportunistic surveys were undertaken on the site noting all visual observations and sign.

The large trees located on the property have already been surveyed, many of these trees have potential to act as wildlife trees with cavities and nests that would not be detectable from the ground. Only one stick nest was located during the site visit and it will be preserved as it is located within the riparian setback. The size, construction and presence of northwestern crows in the area indicate that it could have been built by a crow, although it was not active and therefore the species that may use it could not be identified.

There is a trail that runs through the property and is probably used as a wildlife corridor seeing as the remaining vegetation on site is very dense (Photo 13). Black-tailed deer and racoon tracks were seen along the trail. The riparian areas were another region on the property that consisted of less dense understory and therefore probably used by larger

animals as a movement corridor. Berry producing shrubs like evergreen huckleberry were distributed throughout the site providing a valuable food source.

An opportunistic bird survey was conducted during the site visit however it was too early in the season to conduct a breeding bird survey. The list of bird recorded is as follows;

- Red crossbill
- Northwestern crow
- Pine siskin
- Winter wren

Snags were distributed throughout the property and varied in age and structure. There was a lack of trees and snags containing cavities that would function as breeding habitat for cavity nesting birds. There was also no sign of red-breasted sapsucker use of the property.

Detailed bird surveys were not undertaken on the community center project site however the results of surveys on a nearby site were reviewed. Nocturnal owl calls on the nearby project site followed the current RISC standards and did not detect any listed species. A breeding bird survey was also undertaken on this nearby property and one listed species was located, the blue listed band-tailed pigeon. The habitat on this property that the pigeon was detected on was much different than the community center site. It is possible that the pigeon could use the community site however unlikely due to the fact that they are known to be sensitive to human disturbance and this community center project is in the town of Ucluelet. Seventy two percent of the habitat will remain after the development therefore loss of habitat will be low.

The urban nature of the community center site, its size and the homogeneous vegetation community indicate that the biodiversity of bird species using the site will be low. It would be used by birds for breeding, migrating and wintering. The site was visited inbetween the wintering and migration seasons and four resident species were recorded. The site has value to the local and migrating bird fauna and will still function to the large percentage being retained as natural habitat.

Due to the watercourses present on the property and undisturbed vegetation between the tributaries, and even the coastline, there is a high habitat potential for the local amphibian fauna. No fish were trapped although the presence of aquatic invertebrates was noted in the watercourses which provide a food source for amphibians and fish. There was a lot of coarse woody debris located throughout the project area in all stages of decay. Decaying logs are habitat for many of the local salamander fauna. Pacific tree frogs were heard calling during the site visit. It is possible that the blue-listed red-legged frog does use the site for all stages of its life cycle. Maintaining the large riparian buffers proposed and the creation of the wetlands on site will increase the habitat potential for this species. The wetlands will be designed and monitored by a biologist. The new wetlands should be created before the salvage of the isolated wetted depression therefore any species collected can be immediately placed into the newly created nearby habitat.

The wetlands as they currently stand have been described in Section 6.1 of this report. The isolated wetted area was probably been established when the roads were installed and the

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hydrology of the area was modified (Photos 6&7). As it currently stands this wetted area does contain emergent and submergent vegetation, woody debris and riparian vegetation. The blue-listed red-legged frog could use this waterbody and therefore it will be salvaged and transported to the newly created wetlands.

The wetland in Reach 6 is on the edge of an urban area and consists of a dense shrub layer through which the headwaters of Reach 5 originate. The dense shrub layer may be used by the local breeding birds however no listed species are believed to use this wetland. The current site layout does not impact this wetland or its riparian vegetation.

6.7 Heritage Resources

There are no immediate archaeological/heritage resources, including First Nations lands, in the vicinity of the proposed development. This has been confirmed with the local First Nations.

7.0 CONSIDERATION OF POTENTIAL ENVIRONMENTAL IMPACTS AND PROPOSED PREVENTATIVE OR MITIGATIVE MEASURES

There are two wetlands located on the property; the first is located at the headwaters of one of the tributaries, and the other is an isolated wetted depression that appears to have been man-made but has naturalized into a functioning ecosystem. The forest on the site is classified as older second forest, an ecologically important ecosystem but not one of the seven sensitive ecosystems. There are veteran trees on the property but they are a remnant from pre-logging. Seventy two percent of the project area will be retained as undisturbed habitat.

A portion of the isolated wetland is proposed to be infilled for the construction of the community center as well as the headwaters of one of the tributaries (Reach 4). In compensation for both impacts a wetland is proposed to be constructed at the top of Reach 4 that will compensate in area 1:1 and create additional amphibian habitat.

7.1 Construction

7.1.1 Site Preparation

Due to the west coast climate the site does have high potential for soil erosion if construction is to occur during the winter months. The impact on wildlife will depend on the timing window for vegetation removal and construction.

The easiest way to reduce the chances for sediment and erosion problems is to conduct vegetation removal and construction during the dry months so that there is limited soil exposure to the elements. If clearing has to occur during the wetter months then the mitigation techniques described in the Land Development Guidelines for the Protection of Aquatic Habitat must be followed. An environmental monitor must be involved with the project.

Nesting bird surveys must occur before any clearing is to take place within the bird breeding window of February to August. Section 34 of the Wildlife Act provides for the protection of eagles, herons, peregrine falcons, osprey, gyrfalcons or burrowing owls, their eggs or young while the nest is occupied and the nest at all times. Section 34 specifically states;

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“A person commits an offence if the person, except as provided by regulation, possesses, takes, injures, molests or destroys

- (a) a bird or its egg,
- (b) the nest of an eagle, peregrine falcon, gyrfalcon, osprey, heron or burrowing owl, or
- (c) the nest of a bird not referred to in paragraph (b) when the nest is occupied by a bird or its egg.”

Owls can initiate nesting from February on and other breeding birds can initiate nest anytime after the beginning of April. A mitigation technique is to conduct a nocturnal call-playback survey for owl nests and a ground based search for any other active bird nests. If any are located a buffer, to be determined by the species found, must be erected around the nest until the chicks have fledged or the nest has become inactive. A biologist should work with a tree climber in determining the status of any nests located.

If tree clearing occurs after the beginning of August which is when the majority of local breeding bird species have fledged their young a less intensive bird nest survey will be required.

7.1.2 Construction

The following **Sediment and Erosion Control Plan** should be followed to protect any of the watercourses on the property.

- No soil or other erodable material should be stored adjacent to or on steep approaches to a watercourse or wetland. If any material is to be stockpiled for more than seven days it should be covered with polyethylene sheeting that is anchored securely to prevent displacement by wind;
- The sediment control structures should be installed prior to the beginning of construction. ENKON recommends that the entire length of the edge of the construction area should be lined with sediment fence anchored with sand bags to prevent any turbid water from flowing into the retained vegetation. All sediment control structures should be inspected regularly, and repaired/maintained as necessary;
- Sediment and erosion control materials should be stockpiled on site for use in any emergency situation that may arise. Stockpiled materials should include filter cloth, hay bales, rip-rap, grass seed, drain rock, culverts, matting polyethylene, used tires, etc. and

- As soon as practical after construction, remediation measures should be put in place to protect disturbed soils from erosion and surface run-off.

For works occurring in and/or about the waterbodies, the following elements should be followed:

- Ensuring that any vehicles used onsite are functioning properly and are free from fuel or oil leaks;
- Immediately removing and repairing any equipment that does develop a fuel or oil leak;
- Constructing vehicle and large equipment storage, fuelling and maintenance areas well away a watercourse and providing these areas with spill containment structures;
- Construction activities and road work near the waterbodies should occur during dry weather, where possible;
- Runoff should be diverted away from the construction area adjacent to the waterbodies and
- An environmental monitor should be present during all works adjacent to any of the waterbodies on the property. The monitor will have the authority to stop work if sedimentation or other problems develop.

The following mitigation measures must be implemented during any concrete pours;

- Precast cement should be used if at all possible, if not quickset cement should be used;
- Based on weather forecasts, concrete pour should occur during dry weather;
- During pouring near the edge of an undisturbed area, splash guards should be used to prevent minor splashes of concrete from entering these areas;
- A cylinder of CO2 was kept on site in the event of an accidental spill of concrete into any waterbody. The CO2 would be used to neutralize the impact to water pH resulting from the accidental introduction of concrete;
- Washing of concrete trucks and other equipment used to pour the concrete was not allowed within at least 30 m of top-of-bank of the creek;
- An Environmental Monitor (ENKON) should be present during the entire period of concrete pour. Prior to pouring, the monitor should meet with the concrete pour crew to inform them of the environmental risks and the risk management measures that will be implemented. The Monitor has the authority to stop work immediately if a detrimental risk to water quality is apparent;

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- If pouring is to occur close to a waterbody water quality samples should be taken approximately 45 minutes apart during the period of concrete pour, and after pouring was completed.

7.1.3 Spills and Accidents

Whenever there is machinery working in an area close to waterbodies there is the potential for the release of deleterious substances onto the ground and even into the water.

A **Spill Prevention Plan** consisting of the following elements should also be established:

- Activities that carry a risk of material spills should take place within a bermed staging area. These activities include mixing concrete or other materials, any vehicle fuelling, and other maintenance of equipment that is done on site;
- Any areas where vehicle fuels or other potentially deleterious substances are stored should be equipped with impervious containment berms. If fuel tanks larger than 250 L are present within a berm, the bermed area should have a holding capacity equal to 125% of the capacity of the largest tank;
- Storage and maintenance facilities should have spill clean up and disposal equipment. They also should have Material Safety Data Sheets (MSDS) for any hazardous substances, a list of emergency contact names and telephone numbers, and a written list of emergency response and spill-reporting procedures;
- Mobile construction equipment should be fuelled, lubricated and serviced only at these approved locations;
- If a spill does occur, it should immediately be reported to the environmental monitor and to the Provincial Emergency Program (1-800-663-3456). Written notification should follow within two weeks of the verbal report;
- If a spill does occur, site personnel should immediately take steps to stop the discharge (if possible). As quickly as possible, they should contain the spill, clean up the affected area and dispose of waste materials at an approved disposal site;
- All hydraulic systems, fuel systems and lubricating systems should be in good repair and

Equipment should use only biodegradable hydraulic fluid.

7.2 Operation

The Ucluelet Community Centre will be a key gathering place for Ucluelet and the surrounding area, attracting cultural and tourism opportunities and supporting a wide variety of recreational and social services programming for local residents. The project design, which is anticipated to meet LEED Gold certification requirements, will allow this diverse array of activities to take place in a facility that is efficient in terms of energy and resource use and will mitigate the environmental impact of the building over the life of the facility.

7.2.1 Routine Operation

Located near an emerging residential area close to other amenities and easily accessible to both residents and visitors, the Ucluelet Community Centre will become a focal point for the community. By hosting a wide variety of cultural and recreational activities and social services under a single roof, the community centre will encourage interaction between disparate user groups and enhance local residents' sense of community. The multi-functional nature of the centre results in profound operational efficiencies, providing multipurpose spaces that will see intensive use because they are capable of accommodating a variety of different user groups, rather than specialized spaces that would be used only occasionally. Activity rooms will host teen activities, gatherings of local seniors, arts and crafts, lectures, and meetings. A studio with sprung wood floor will support a range of physical wellness activities such as dance and yoga. The local branch of the Vancouver Island Regional Library is to be located within the building; the library will be able to utilize other activity rooms in the facility when additional space is required for library events. A 50-seat community room will be a suitable venue for conferences, meetings, performances, lectures, and civic functions such as District council meetings. The main performance hall and stage will support larger gatherings such as conferences, banquets, and theatre and musical performances. The social services hub and administration offices will include meeting rooms and office space, allowing local support groups and care providers to collectively provide their services in a welcoming yet discrete environment that is appropriate to their work.

The design of the building will enable these myriad activities to take place in a facility that is energy-efficient and environmentally sensitive. The community centre is located and designed to encourage alternative, low-emission forms of transportation to and from the facility. The centre is centrally located, within walking distance of most other community amenities and several high-density residential developments. Bike storage areas and changing rooms are provided, as is preferred carpool parking. Over 60% of the forested site will be preserved in its existing state. Appreciation of the existing woodlands will be enhanced by new views from the community centre and from access footpaths that extend across the site.

Regarding the mechanical and electrical systems, building energy performance will be maximized through an integrated approach capturing synergies between the HVAC, lighting, and building envelope systems. A narrow building footprint and abundant operable windows will significantly reduce dependence on artificial lighting and mechanical ventilation and cooling. The plumbing system will employ low-flow fixtures, dual-flush toilets, and waterless urinals to maximize water use reduction, and the HVAC and refrigeration equipment will be free of HCFC's. All of these sustainable design features will be promoted through an awareness program designed to educate occupants and visitors of the benefits of green buildings.

7.2.2 Maintenance

The project construction manager will develop a comprehensive operation and maintenance plan and manual for the new facility and provide a training program for maintenance personnel, with the objective of providing the District of Ucluelet with a planned program of

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maintenance to ensure that emergencies are minimized, safety and environmental needs are met, and that the design life expectancy of existing and proposed facilities are realized. The maintenance manual and plan will ensure that pertinent technical operations and maintenance (O&M) instructions are documented for use by the District of Ucluelet maintenance personnel, provide a means by which new maintenance personnel may familiarize themselves with both the operational features of the system and the inspection and preventive maintenance requirements, assist the District of Ucluelet in successfully maintaining their community centre in a satisfactory operating condition, and aid the District of Ucluelet in planning their O&M budget.

The centre has been designed for ease of maintenance, minimal consumption of natural resources, reduced frequency of replacement of building components, and optimization of the indoor environmental quality. Landscaping is comprised of native plants that require no irrigation. Durable low-emitting materials (such as low-VOC paints and stains and metal roofing) will be specified for the various building components. Mechanical ducts and pipes and electrical conduit located in attic or bulkhead spaces will be readily accessible through ceiling hatches, for ease of maintenance and modification of the mechanical or electrical system. Floors will be primarily linoleum, wood, or polished concrete, finishes that are hygienic and easily cleaned. Interior walls will be finished in robust dent- and scratch-resistant plywood where they are vulnerable to abuse. Janitorial and maintenance services will be supported by a centrally-located, well-ventilated maintenance room.

7.2.3 Waste Management

During construction, the project construction manager will implement a strict waste management plan to facilitate reuse or recycling of at least 75% of the construction waste stream. This will be achieved through planning and ordering material quantities accurately and carefully, following best practice storage and handling procedures to avoid damage to materials, optimizing use of materials, and reusing materials whenever and wherever possible. Of the waste that is generated, as much of it as is economically feasible will be salvaged for reuse off-site or separated for recycling.

Once the building is complete and operational, an easily accessible recycling area serving the entire building will be dedicated to separation, collection, and storage of materials including paper, corrugated cardboard, glass, plastics, and metals. The recycling area will be located adjacent to a vehicle loading area to enable convenient pickup.

7.3 Environmental Effects of Accidents and Malfunctions

Please see Section 7.1.4

7.4 Residual Environmental Effects

Due to the construction of the community center and its associated land clearing, there will be a loss of available habitat.

7.5 Effects of Changes in the Environment on the Project

There will be an increase in impenetrable surfaces on the property due to the presence of buildings; parking lots will use pervious materials. This could modify the amount of water entering the watercourses on the property thereby altering flows. The development will be connected to the stormwater system thereby reducing the chances of contaminated water entering the watercourses. Maintaining as much of the surrounding forest as possible as a riparian buffer will act to help mitigate the loss of penetrable substrates.

Climate change can impact watercourses by increasing or decreasing the amount of rainfall that occurs. Preserving the riparian buffer and surrounding forest will help mitigate the impact.

7.6 Cummulative Environmental Effects

Noise and light disturbance increase as development occurs on and around the property. Artificial light sources threaten wildlife by disrupting biological rhythms and otherwise interfering with the behavior of nocturnal animals. While light helps some animals move during darkness, it causes disorientation in others. This disorientation can result in added stress for the organism causing higher energy consumption, increasing the animal's likelihood of being preyed upon or run over. Owls rely on acute night vision to hunt small rodents whose night vision is not as good. In lit areas, the competitive advantage that owls have is erased; the prey can easily see, and thus avoid, the swooping owls. This can cause an increase in pest rodents near houses.

There will be an increase in the amount of light being emitted on the property. Any lights erected by the landowners on the property should be downward facing and of low pressure sodium lights installed at a height and angle to minimize light and glare onto the adjacent forest habitat.

Impacts of noise disturbances from the houses are not well documented but noise at higher levels such as car and urban noise is not accepted for wildlife which are sensitive to significantly lower levels of noise and rely on sounds for communication. Housing developments may affect breeding and rearing of some species birds in the area.

The development of the area will increase the amount of anthropogenic noise on the property. The site layout has densified the developed areas into cells thereby concentrating the noise while still retaining large areas that will be at low levels.

Further development in an area can lead to isolated pockets of habitat with no wildlife corridor remaining. The project site has high density developments on the north and northwest edges of the property. There is a small house footprint and the majority of the

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forest remains on the adjacent property that is across Rainforest Drive. This adjacent property will increase the amount of accessible habitat. The southwest area is disturbed but not developed, and the southern border is the undisturbed locally gazetted "Big Beach". The proposed community center property is surrounded on all sides by two lane roads.

Few animals meet all their life requirements within a single location. Most move across the landscape in search of food, mates and favorable microclimates. Construction clearing activities can interrupt travel/hiding cover and require wildlife to adjust their movement and dispersal patterns. This, in turn, can result in increased risk of predation and/or failure to access critically important habitats. Construction activities can also cause species (e.g., deer and mink) with diurnal/crepuscular activity patterns to become more nocturnal. However, there is little evidence that this directly influences either foraging or reproductive success. With the current site layout there will be wildlife movement corridors retained allowing for the movement of wildlife. It will be important to snow fence and identify these areas before any construction has commenced to reduce the risk of machinery, fallers or blasters entering the corridor and to allow movement through the property during construction.

Habitat fragmentation impacts are closely linked to impacts on wildlife movement patterns as described above. These effects start during construction and remain after the development is completed. Habitat fragmentation relates primarily to smaller wildlife with limited dispersal ability. Some amphibians typically perceive roads as significant barriers to movement due to their absence of cover and, in some cases, their hostile microclimate. Fragmentation of the forest without corridors may result in creation of isolated sub-populations, which are more susceptible to extirpation in the face of changing conditions. Apart from potential road impacts, species groups such as pond-breeding amphibians (i.e. rough-skinned newt) can be impacted if their breeding areas become isolated from the moist upland forests, which are required during periods outside of their breeding season. In addition, lowered soil moisture along the exposed edges of leave strips can render leave areas inhospitable to amphibians, particularly terrestrial salamanders, which require moist skins to respire. Additionally, houses and buildings may serve as extensive "rocks" and may affect micro-climate conditions for amphibians and small mammals.

The site layout does retain some wildlife corridors that will connect pristine natural areas. There are no new roads proposed on the property. Species which are very sensitive to disturbance like the band-tailed pigeon will avoid populated areas and any human contact. Non-native animals, such as; pigeons, starlings, house sparrows, raccoons may increase as native species decrease. Within the indigenous populations of wildlife, diversity may decline but total numbers will not. These types of a population trends indicate that certain species will be favored, but others will be harmed by the urbanization of the area (Adams, 1994).

The disruption of a riparian zone is a particular concern because this zone has many characteristics that protect and nurture the aquatic biota. It is the largest supply of food to the creek by way of organic leaf matter to aquatic herbivorous insects and a major source of large organic debris. It regulates water temperature and, therefore, dissolved oxygen content, by providing shade. It intercepts runoff and acts as an effective filter for sediment and

pollutants. It provides cover and shelter that reduces stress and losses from predation, and enhances channel stability by limiting bank erosion. Consequently, when the riparian zone is affected, numerous biophysical habitat characteristics are affected.

The retention of the wildlife corridors in the development plan will cause less habitat fragmentation. Retention of riparian buffers will preserve habitat for those creatures that spend a large portion of their life near water and there will be creation or enlarging of wetlands on the property to increase the habitat potential of the property for amphibians. If any new culverts have to be installed on the project they should be large so they may be used as a corridor by amphibians and/or small mammals. Leaving corridors of natural vegetation connecting wetlands to moist forest, rocky outcrops, and other wetlands will maintain important habitat linkages across the site. Conifer and/or tall shrub plantings along outer edge of leave strips could increase shading and cover values.

Developments such as this can increase competition for remaining nest cavities between native birds and more aggressive introduced species (e.g., starlings and house sparrows). In rural parts of southeast Vancouver Island, some cavity nesters such as flickers, nuthatches and hairy woodpeckers appear to persist in the face of heavy competition for nest cavities with starlings. However, since cavities are often a limiting habitat feature in urban settings, there is still potential for impacts to native birds.

A large proportion of the property will remain untouched. The retention of current wildlife trees and areas that will have naturally occurring wildlife trees in the future will allow for the availability of nesting cavities in the long term. If a wildlife nesting tree has to be taken down, a suitable nest box should be placed in the vicinity.

There is a wetted depression located to the north of Marine Drive. Although this feature appears to be manmade it has become naturalized and is very likely being used as breeding habitat for frogs and salamanders. As it is not possible to retain all of this pond a full amphibian salvage should be done and the pond either enlarged or created elsewhere on site. A best case scenario is enlarging the pond to the south or southwest retaining the connection to the remaining pond.

According to the concept plan, a portion of the pond will be destroyed (125m²). To mitigate the loss of some of this pond and associated riparian zone, habitat creation and enhancement is proposed. Upon completion of final design a habitat balance sheet will be created. A habitat replacement of 1:1 for wetlands and riparian will be achieved. This must be done on site.

Any newly created shallow water habitat should be planted with indigenous submergent and emergent aquatic plants. The banks should have a 2:1 slope and be reinforced with rock riprap (minimum diameter of 30 cm). The riprap should be interspersed with live plant stakes of indigenous wetland shrub species. The top of banks should be planted to the waterline with wetland shrubs such as salmonberry, red elderberry and thimbleberry to provide overvegetation cover and to stabilize the banks. To provide instream cover large organic debris can be placed in the deepest parts of the pool.

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The original site layout designed retained 54 % of natural habitat, created isolated pockets of forest and encroached too close to the watercourses. A detailed biological assessment and riparian areas assessment was undertaken and a new site layout was designed. The new proposed layout now retains 72 % of the property all of which is continuous habitat.

7.7 Decommissioning

The facility will be decommissioned in accordance with applicable legislation that is in effect at the time.

8.0 SOCIO-ECONOMIC CONSIDERATIONS

The Community Centre Hub will have a positive business impact for Ucluelet and area, by providing a facility to attract cultural and tourism opportunities, meet the needs of the citizens and attract families demanding community resources to stay in Ucluelet.

Because the centre will be multi-functional it will allow the community to grow and diversify, ultimately making the community itself more attractive and economically viable. This facility will also address the desperate shortage of cultural and recreational activities.

This project will also create new jobs directly as a result of the new facility and indirectly through new programs and activities that emerge as a result of the project.

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Figure 1 Project Area/Site Location

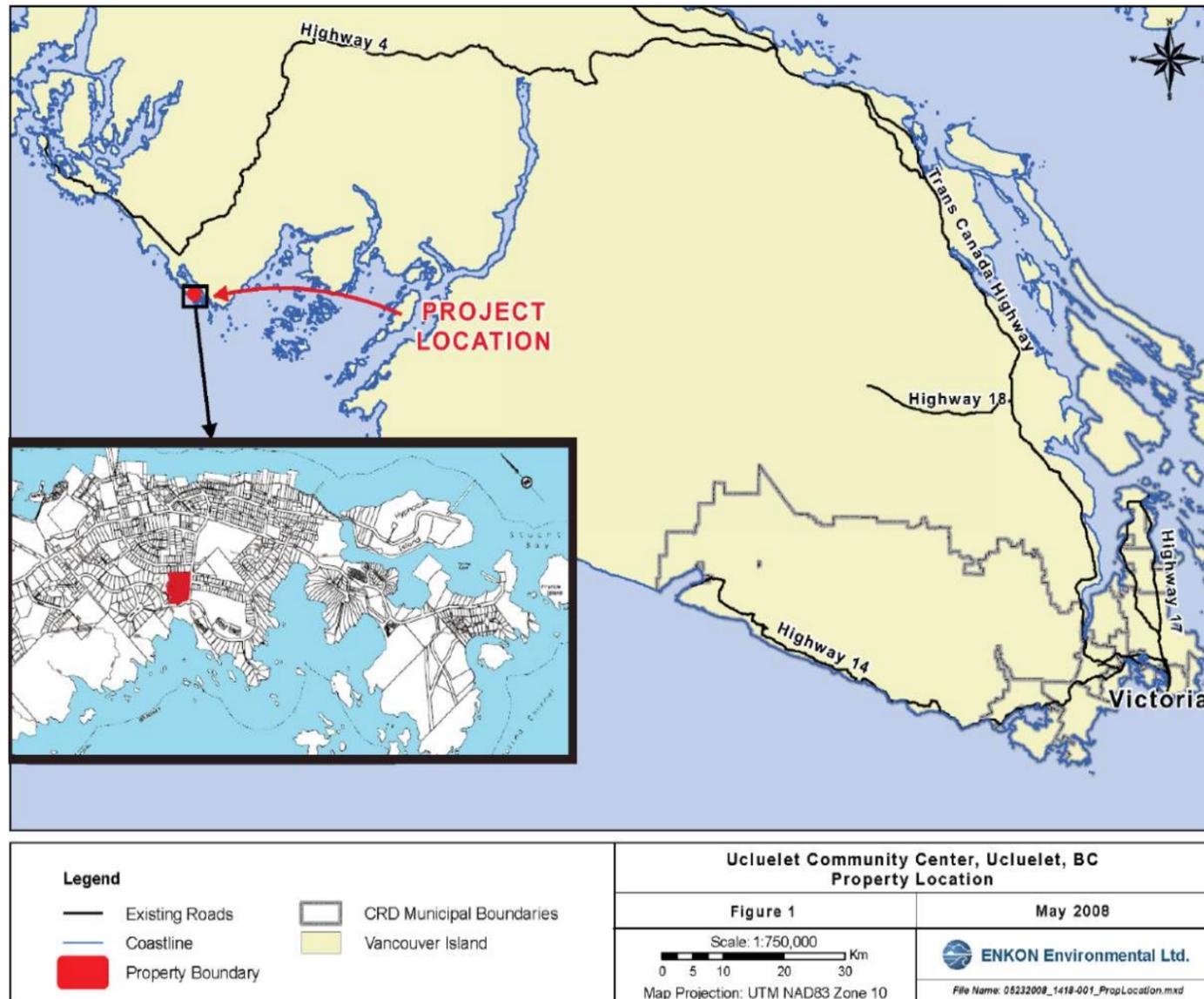


Figure 2 Site Layout-Existing Infrastructure, Proposed Works and Significant Environmental Features

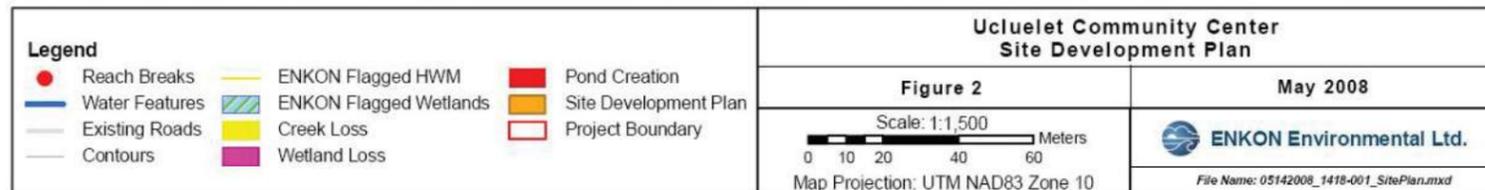


Photo 1. Vegetation and habitat on majority of property.



Photo 2. Thick understory of salal and evergreen huckleberry found on site.

APPENDIX L



APPENDIX

APPENDIX L



Ucluelet First Nation
P.O. Box 699 Ucluelet, BC, V0R 3A0
P: (250) 726-7342 F: (250) 726-7552

May 13, 2008

District of Ucluelet
P.O. Box 999
200 Main Street
Ucluelet, BC
V0R 3A0

Dear Mayor St. Jacques,

Re: Ucluelet Community Centre, Support from the Ucluelet First Nation ("UFN")

This is to advise that the Ucluelet First Nation fully supports the construction of the New Community Centre on the property adjacent to Marine and Matterson Drive, and we look forward to this centre and its numerous facilities serving the needs of everyone in the area.

Furthermore, we confirm that we have no issues with the use of the property in question, which comprises primarily of sub-surface bedrock and scrub cedar / hemlock and alder, which, as such, would have no FN significance. We understand that, where possible, the few trees of any substance will be retained for aesthetic purposes.

We look forward to joining you in the opening celebrations.

Yours truly,

Ucluelet First Nation

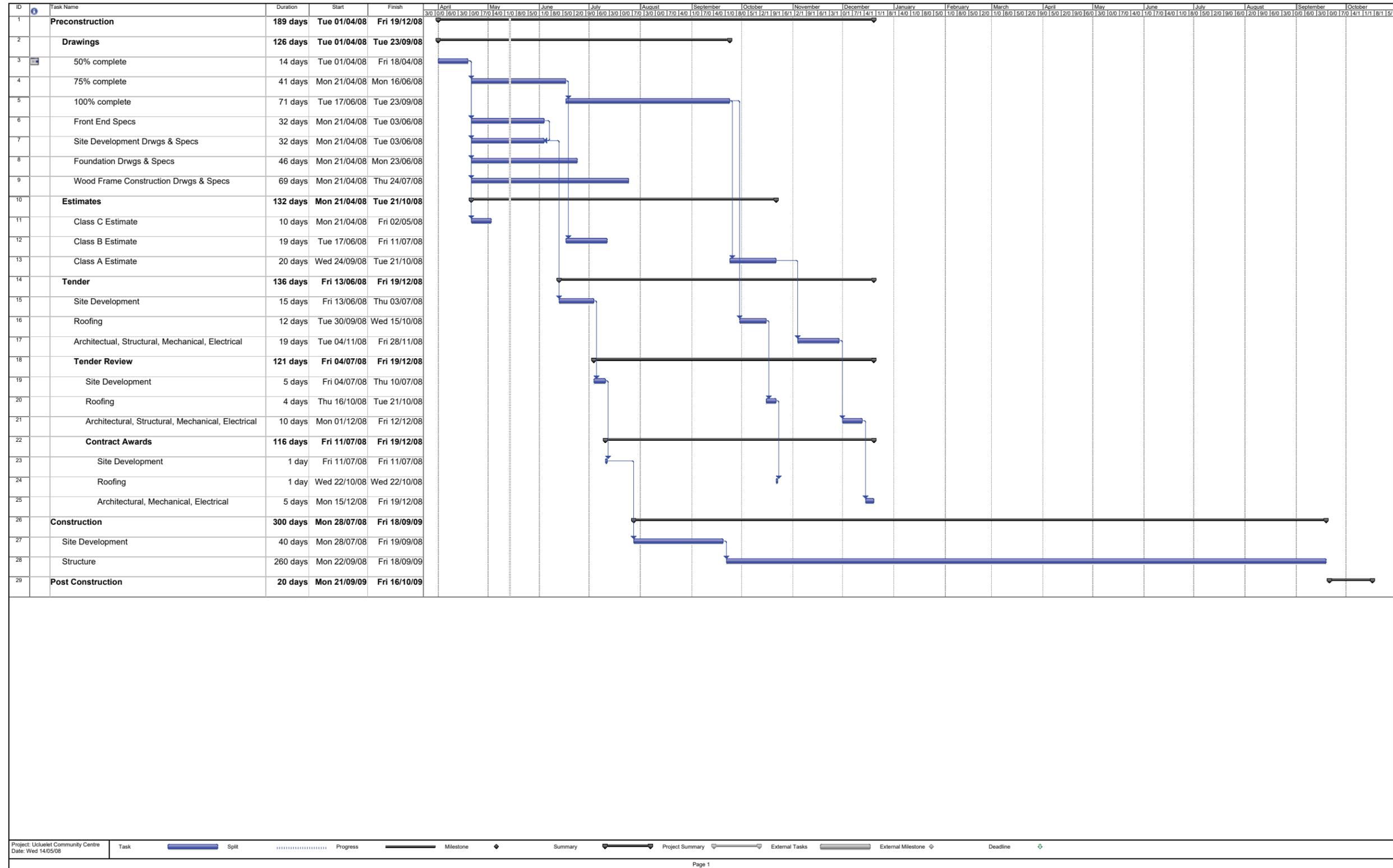
Per: 

Violet Mundy
Chief Councillor

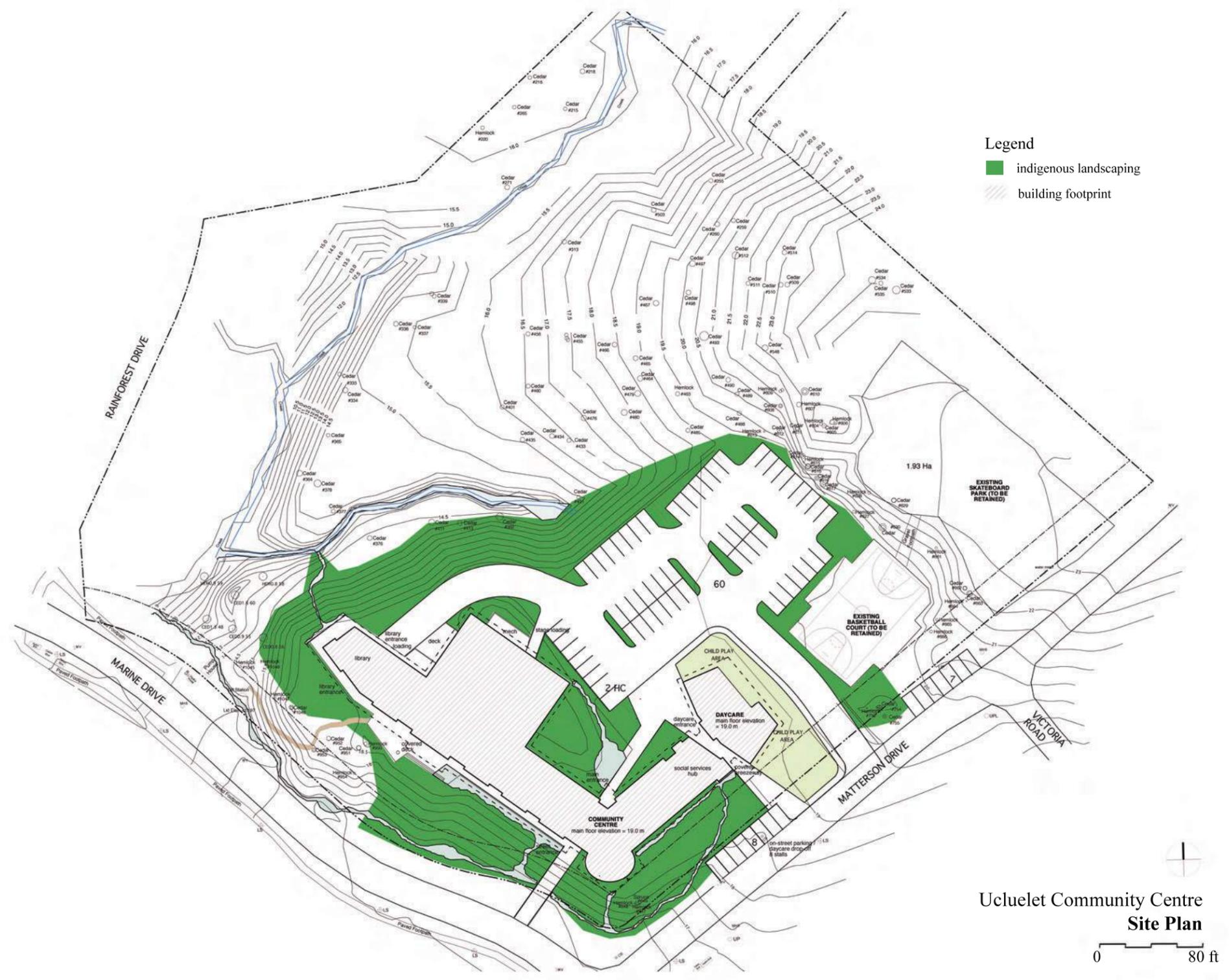
VM/sw

CC: UFN Council
UFN Administrative Manager
UFN Lands and Capital Officer

APPENDIX L



APPENDIX L



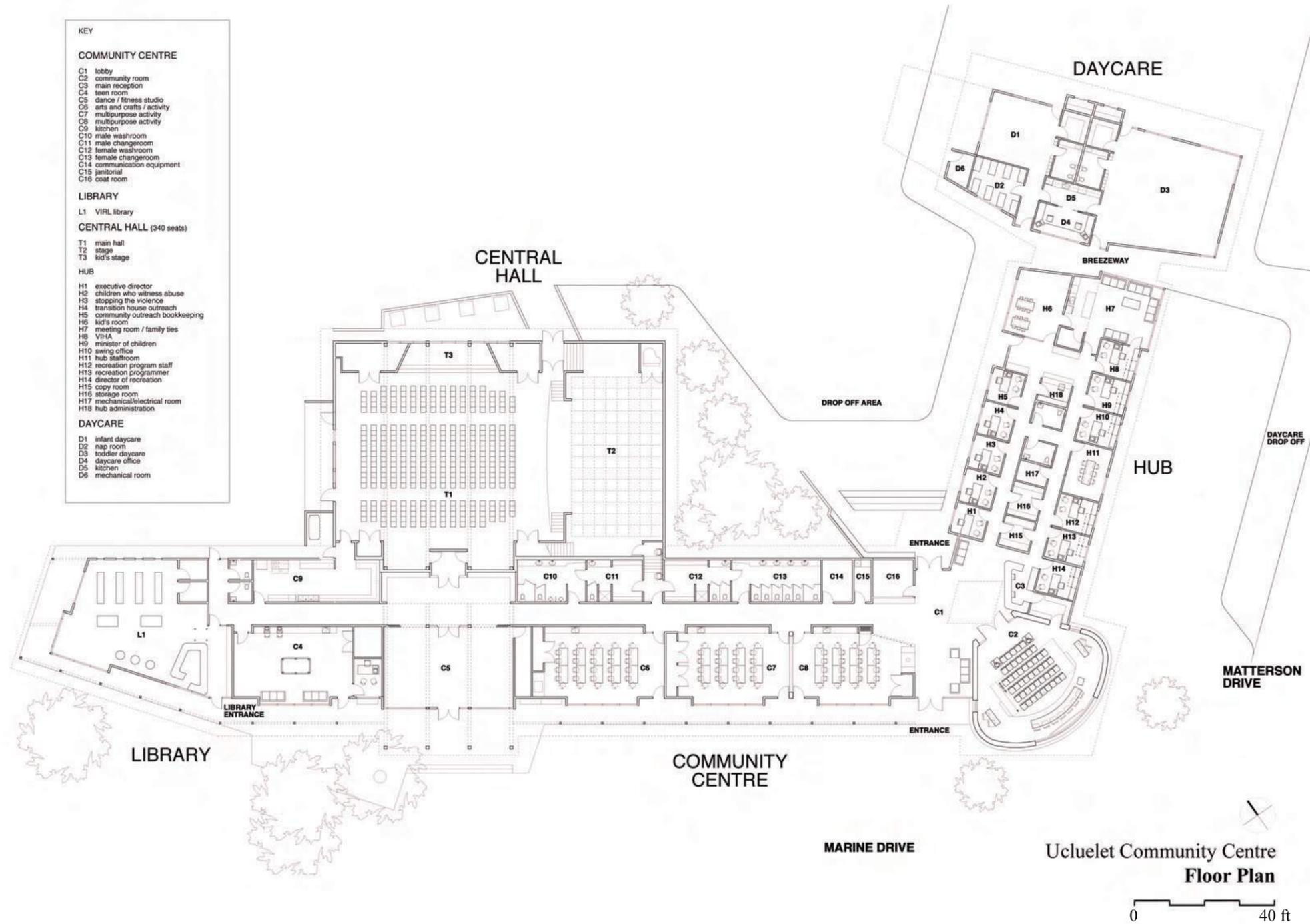
Legend

- indigenous landscaping
- building footprint

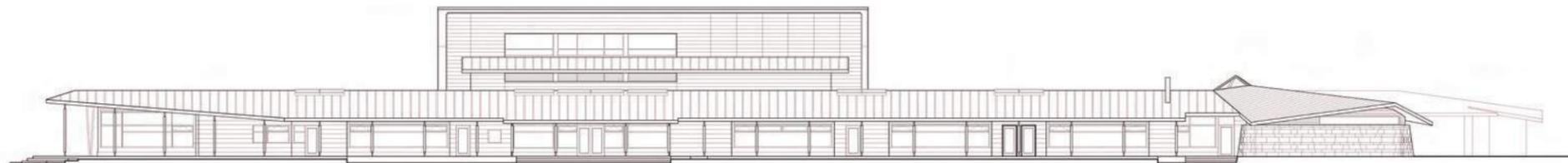
Ucluelet Community Centre
Site Plan

0 80 ft

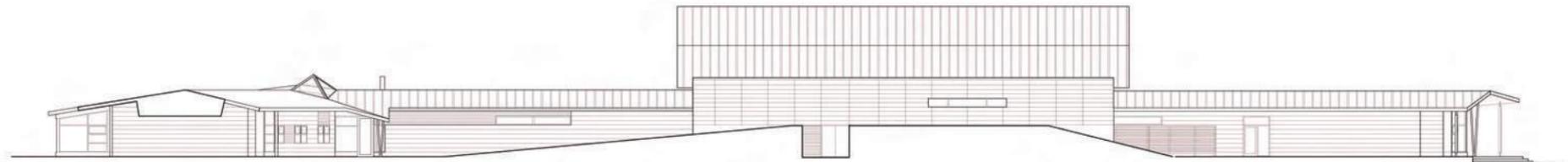
APPENDIX L



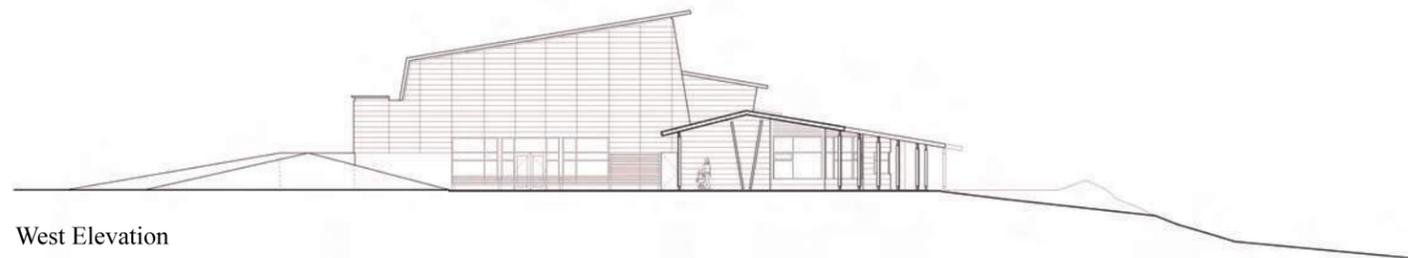
APPENDIX L



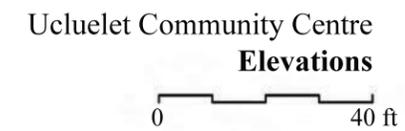
South Elevation



North Elevation



West Elevation



APPENDIX M COMMENTS FROM FIRST NATION HEALTH AUTHORITY (FNHA)

From: "Karen Larson" <Karen.Larson@fnha.ca>

To: "Mark Boysen" <mboysen@ucluelet.ca>, "Sharon Lui" <sharon.l@cta.bc.ca>, "Sandra Tate" <Sandra.Tate@fnha.ca>, "Kari Wuttunee" <Kari.Wuttunee@fnha.ca>, "Gethsemane Luttrell" <Gethsemane.Luttrell@fnha.ca>, "Bruce Greig" <bgreig@ucluelet.ca>, "Abby Fortune" <AFortune@ucluelet.ca>

Cc: "Tony Yip" <tony.y@cta.bc.ca>

Sent: Monday, April 27, 2020 11:51:24 AM

Subject: RE: Ucluelet Community Clinic - Option 5

Hi Mark et. Al.

What a beautiful concept– thank-you for including us in this exciting new vision.

One area that FNHA, Environmental Public Health always tries to promote in new Health Centers in our communities is the inclusion of Public Health and Food Security.

Would a community garden be part of this design? If a kitchen is to be included –one that could include healthy eating teachings from dieticians, food security issues, canning workshops etc. we would recommend that it would be designed to meet minimum standards. I am not sure if that is the vision of this building or if it will be set to a medical vs preventative public health model.

Sincerely,

Karen Larson, M.Sc., CPHI (C)
Environmental Health Officer



First Nations Health Authority
Health through wellness

| 103-12600 Trans Canada Hwy, Ladysmith, BC | V9G 1M5

Phone: 250-924-6125 | Fax: 250-924-6126

Emergency After Hours: 1-844-666-0711

Email: Karen.Larson@fnha.ca | www.fnha.ca |

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APPENDIX N EXISTING UCLUELET COMMUNITY CENTRE FLOOR PLAN



1
A0.03 site plan showing proposed new grading
1" = 40' 0"

Site data taken from survey completed April 2008 by AG Surveys, 1430 Victoria Road, Ucluelet BC V0R 2A0, and survey dated 18 September 2003 and revised 02 September 2003 by AG Anderson and Associates, 4212 Glenford Avenue, Victoria BC V6Z 4B7.
Elevations are geodetic, in metres, based on control monument 90C501 = 28.75 m.

All drawings and related documents are the property of Acton Ostry Architects Inc. and may not be reproduced in whole or in part without the architect's permission. This drawing should not be used for calculation areas. Do not scale this drawing. All dimensions to be checked on site by the Contractor and all dimensions to be their responsibility. All work must comply with the relevant Building Code or Building Bylaw and related documents. Omissions, errors and omissions must be immediately reported to the Architect.

issues	
4 Jul 08	Issued for Coordination
29 Jul 08	Issued for Class B Cost Estimate
25 Aug 08	Issued for Tender - Site Development
3 Sep 08	Issued for Coordination

revisions	
-----------	--

ACTON OSTRY ARCHITECTS INC.
1637 W 5 Avenue
Vancouver, BC
Canada V6J 1N5
T 604.739.3344
F 604.739.3355
info@actonostroy.ca



Ucluelet Community Centre & Daycare Facility
District of Ucluelet
400 Matterson Drive Ucluelet BC

scale	date
1" = 40'	3 Sep 08
project code	status
UCC	Preliminary
drawn	checked
MS/DZ	RA



Site Plan
drawing number
A0.03

APPENDIX O MEETING SUMMARY WITH VANCOUVER ISLAND HEALTH AUTHORITY

Zimbra

<https://mail.cta.bc.ca/zimbra/h/printmessage?id=932721&tz=America/L...>

Zimbra

tony.y@cta.bc.ca

#38038.1 Ucluelet Health Centre Study - Meeting Summary

From : Sharon Lui <sharon.l@cta.bc.ca> Mon, Nov 04, 2019 11:05 AM
Subject : #38038.1 Ucluelet Health Centre Study - Meeting Summary
To : Mark Boysen <mboysen@ucluelet.ca>, scott mccarten <scott.mccarten@viha.ca>, Tony Yip <tony.y@cta.bc.ca>, Sullivan, Chris <Chris.Sullivan@viha.ca>

Hello All,

Please find below a summary of last week's call.

Ucluelet Health Centre Study
 Conference Call
 Oct. 30, 2019

Partipants:

Mark Boysen - District of Ucluelet
 Scott McCarten - VIHA
 Chris Sullivan - VIHA
 Sharon Lui - CTA
 Tony Yip - CTA

Discussion of Alberni-Clayoquot Integration, Ucluelet, Space Requirements Form - revised February 24, 2017

Background:
 -prepared by Island Health staff in 2016
 -space requirement table was based on the CSA Z8000 Canadian Health Care Facilities requirements
 -initially the space requirements was 10,000 sf but reduced to approximately 8,000

CTA's output:
 -to collect space requirements for the proposed use groups
 -there may be marginal increases in space requirements but VIHA noted that the current space requirements summary is sufficient for planning purpose
 -focus on Island health and private practice for the doctors in the new Health Centre
 -agreed that CTA to present the case as per 2020 and describe costs for future planning and flexibility to accommodate future tenants.

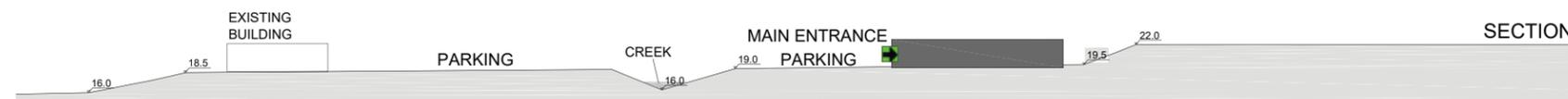
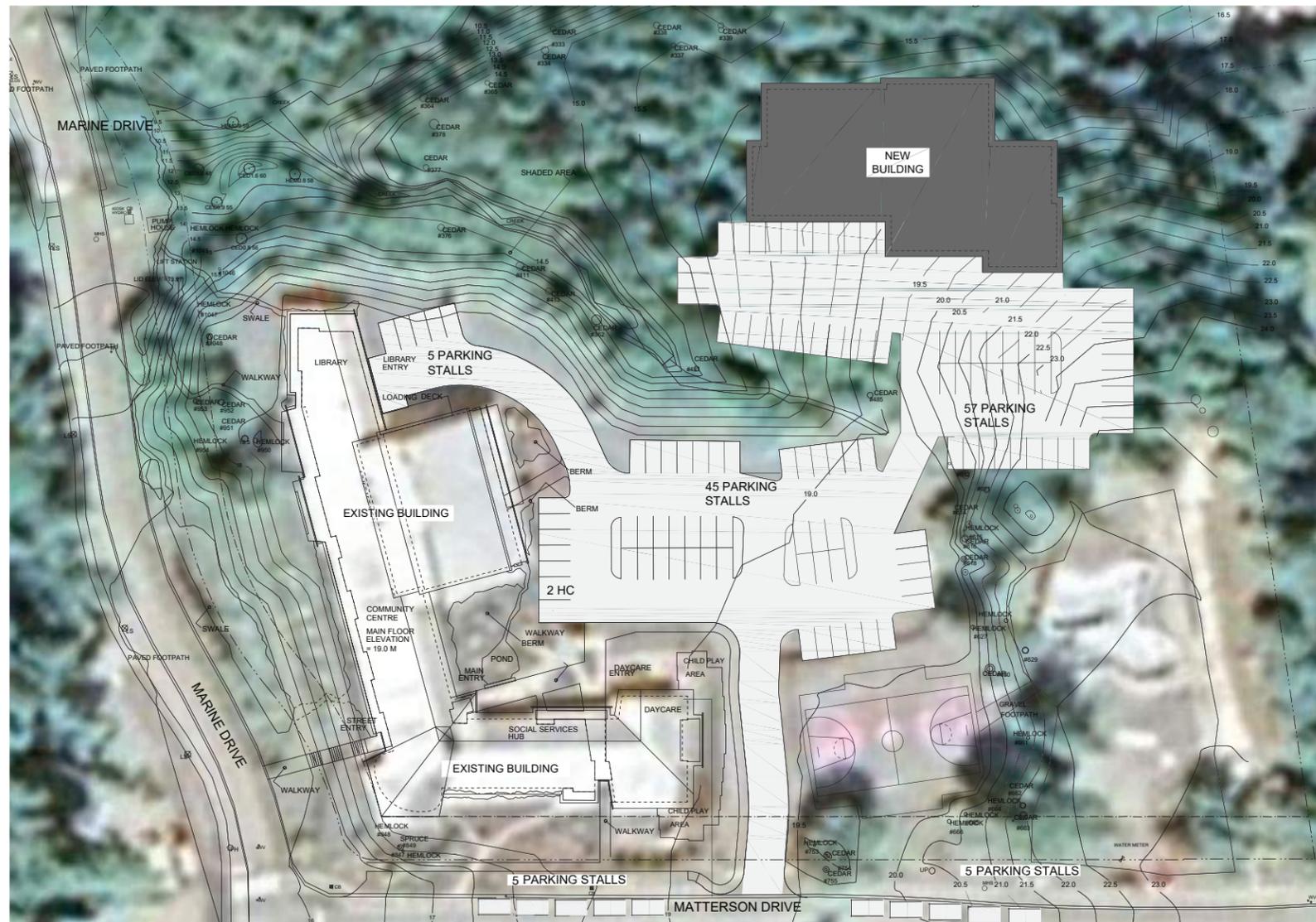
Private practice:
 -Doctors currently have private practices and provide services at the hospital along with Island Health staff
 -Dr. Marshall provided input on the Space Requirements Form; CTA to confirm future growth needs with her

General comments:
 -feasibility design should include 2 separate spaces for physicians and Island Health to allow for future separation of functions.
 -tele health facilities can shared
 -The management team mgmt team agreed that the Community Centre site has potential; tsunami zone requirements to be considered but should be ok
 -Patterson site is good for other services

Next steps:
 -CTA to coordinate with Mark for existing site plan information available
 -CTA to review other user groups to contact with Mark

Sharon Lui Architect AIBC
CHERNOFF THOMPSON
ARCHITECTS
 1340 - 1075 West Georgia, Vancouver, B.C. V6E 3C9
 P: 604-669-9460 | F: 604-683-7684 | cta.bc.ca

APPENDIX P Presentation at Council Meeting dated Feb 11, 2020



Island Health Alberni-Clayoquot Integration, Ucluelet

Option 1a

CHERNOFF THOMPSON ARCHITECTS 2020-02-07

APPENDIX P

ENTRY POINT TO:

- ➔ PUBLIC ZONE
- ➔ SEMI-PUBLIC ZONE
- ➔ RESTRICTED STAFF ZONE
- ➔ AFTER-HOUR RESTRICTED ZONE
- PATIENT HALLWAY
- STAFF HALLWAY



GROSS AREA: 1237 SQM
 NET AREA: 900 SQM
 RATIO GROSS/NET: 1.37

Island Health Alberni-Clayoquot Integration, Ucluelet

CHERNOFF THOMPSON ARCHITECTS 2020-02-07

Option 1a

APPENDIX P



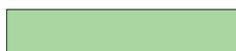
Island Health Alberni-Clayoquot Integration, Ucluelet

Option 1b

CHERNOFF THOMPSON ARCHITECTS 2020-02-07

APPENDIX P

ENTRY POINT TO:

-  PUBLIC ZONE
-  RESTRICTED STAFF ZONE
-  PATIENT HALLWAY
-  SEMI-PUBLIC ZONE
-  AFTER-HOUR RESTRICTED ZONE
-  STAFF HALLWAY



GROSS AREA: 1225 SQM
 NET AREA: 900 SQM
 RATIO GROSS/NET: 1.36

Island Health Alberni-Clayoquot Integration, Ucluelet

Option 1b

CHERNOFF THOMPSON ARCHITECTS 2020-02-07

APPENDIX P

ENTRY POINT TO:



PUBLIC ZONE



RESTRICTED STAFF ZONE



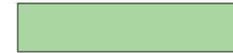
PATIENT HALLWAY



SEMI-PUBLIC ZONE



AFTER-HOUR RESTRICTED ZONE



STAFF HALLWAY



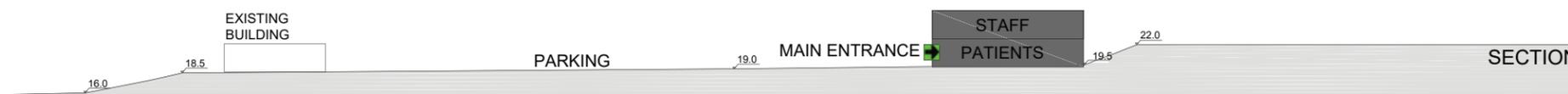
GROSS AREA: 1273 SQM
 NET AREA: 900 SQM
 RATIO GROSS/NET: 1.41

Island Health Alberni-Clayoquot Integration, Ucluelet

Option 1c

CHERNOFF THOMPSON ARCHITECTS 2020-02-07

APPENDIX P



Island Health Alberni-Clayoquot Integration, Ucluelet

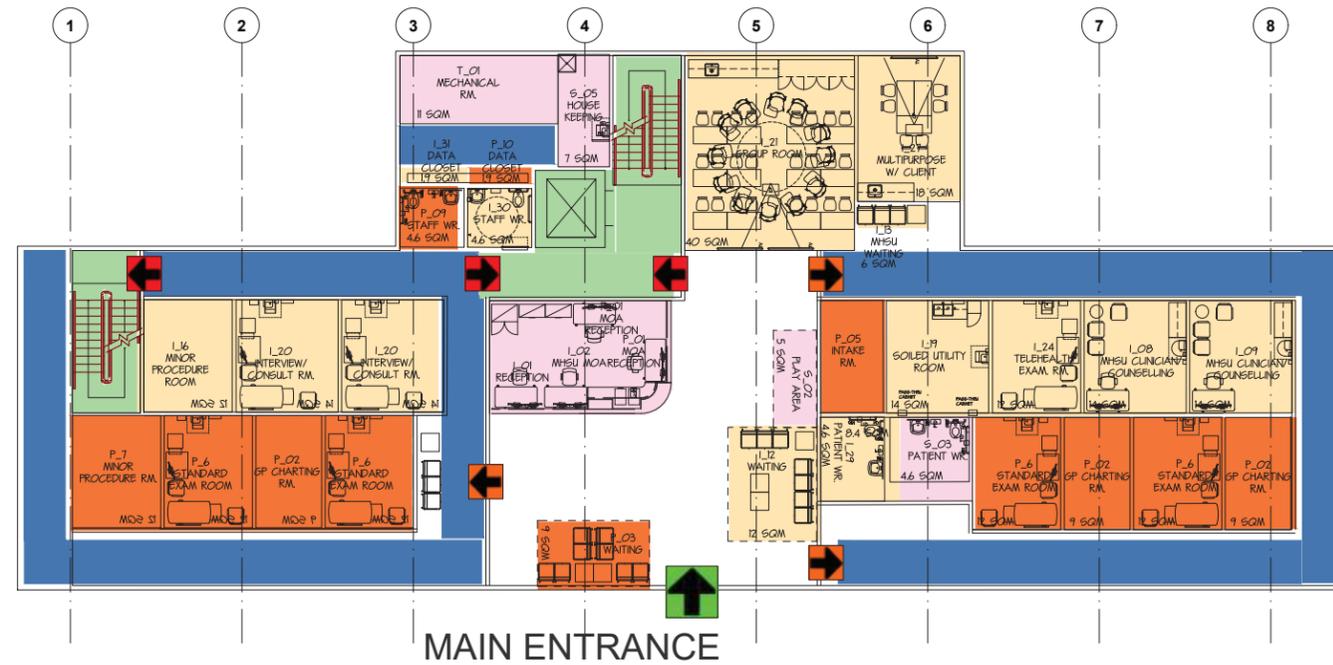
CHERNOFF THOMPSON ARCHITECTS 2020-02-07

Option 2

APPENDIX P

ENTRY POINT TO:

- PUBLIC ZONE
- RESTRICTED STAFF ZONE
- PATIENT HALLWAY
- SEMI-PUBLIC ZONE
- AFTER-HOUR RESTRICTED ZONE
- STAFF HALLWAY



GROSS AREA: 1344 SQM
 NET AREA: 900 SQM
 RATIO GROSS/NET: 1.49

Island Health Alberni-Clayoquot Integration, Ucluelet

Option 2 - Level 1

CHERNOFF THOMPSON ARCHITECTS 2020-02-07

APPENDIX P

ENTRY POINT TO:



PUBLIC ZONE



RESTRICTED STAFF ZONE



PATIENT HALLWAY



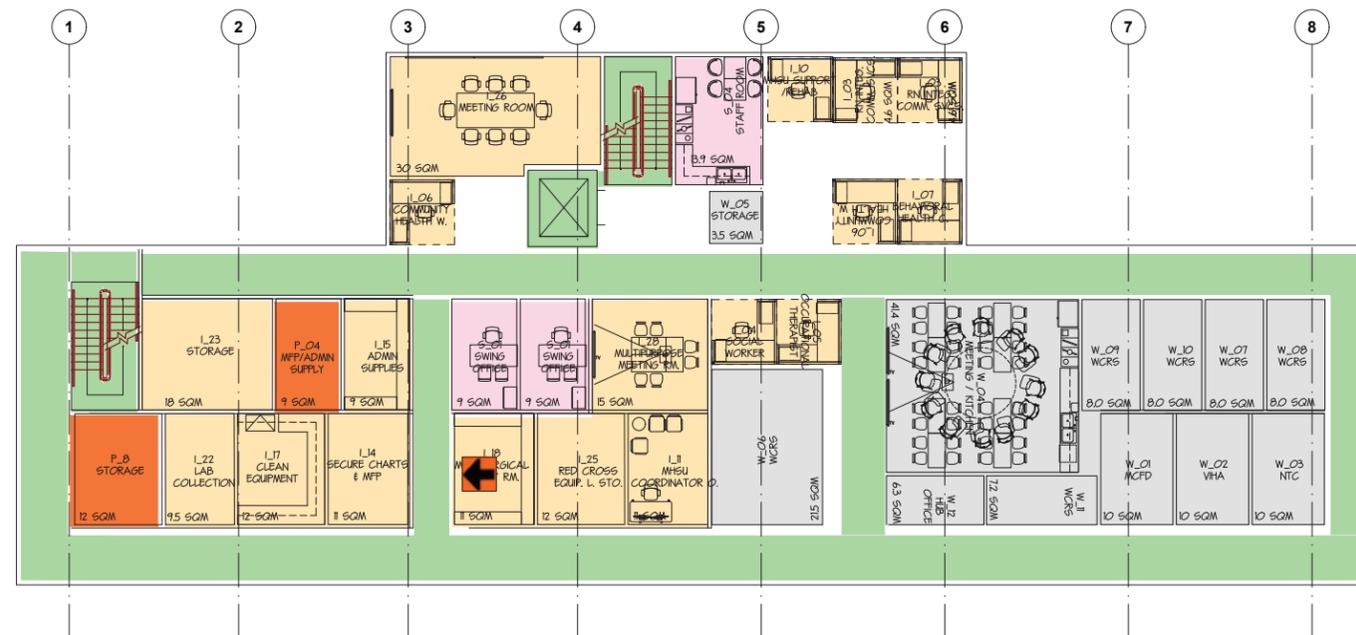
SEMI-PUBLIC ZONE



AFTER-HOUR RESTRICTED ZONE



STAFF HALLWAY



Island Health Alberni-Clayoquot Integration, Ucluelet

CHERNOFF THOMPSON ARCHITECTS 2020-02-07

Option 2 -Level 2

APPENDIX Q COMMENT FROM WCRS ON PRESENTATION TO COUNCIL

From: Margaret Morrison <margaret@wccrs.ca>
Sent: February 13, 2020 11:12 AM
To: Mark Boysen <mboysen@ucluelet.ca>
Cc: Rachelle Cole <rcole@ucluelet.ca>
Subject: comments following Tuesday council presentation re health centre

Hi Mark,

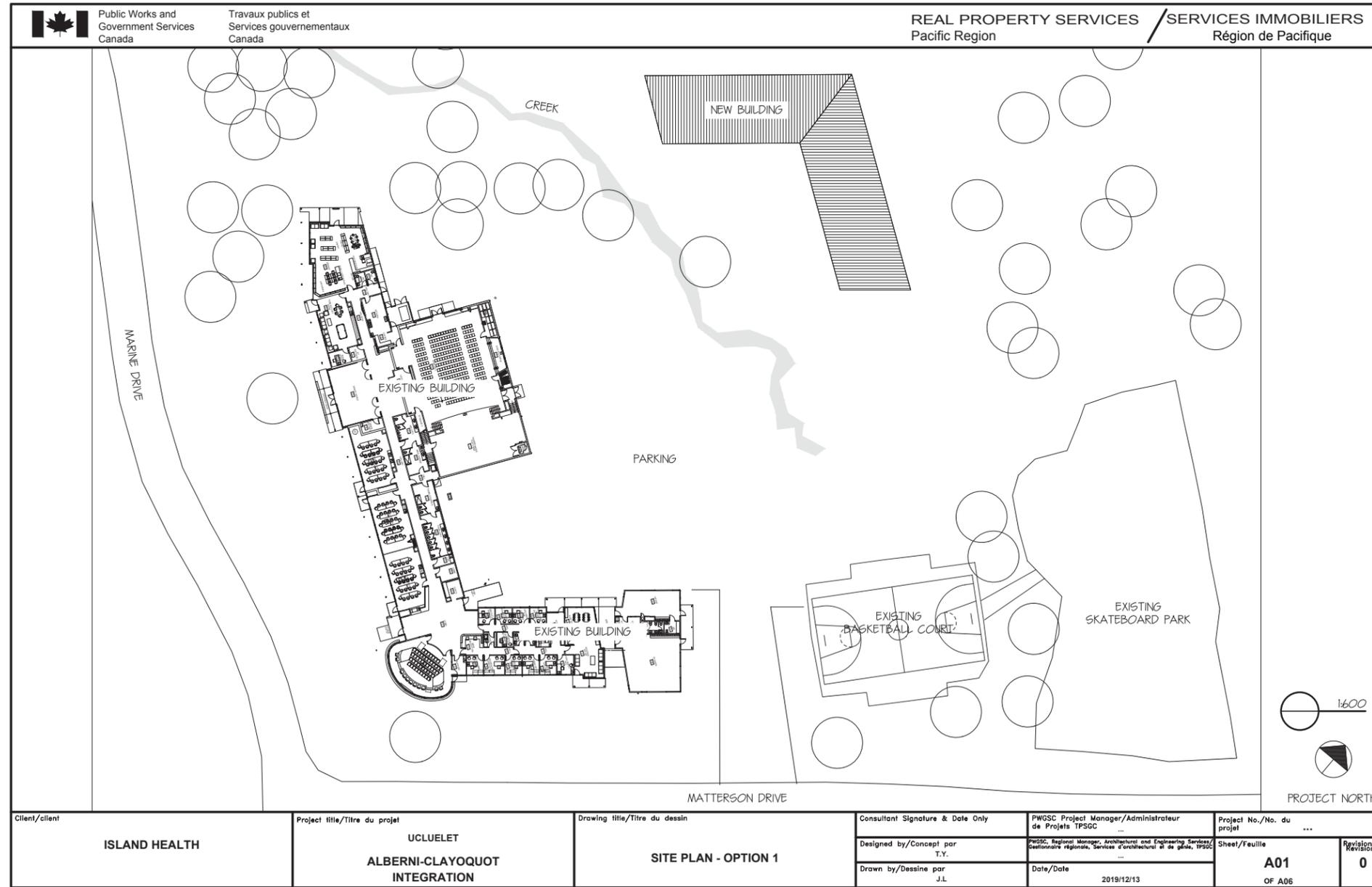
I hope the name and number for the First Nation Health Authority Vancouver Island liaison is a useful lead. I have a couple of comments following the architect's presentation on Tuesday and I'm sorry I can't refer to specific versions (1c, b or a).
First, I don't believe the basketball court roadside location is worth considering, especially as a two storey building. For the location at the back of the UCC parking lot, it is likely to be a point of resistance to losing green space. However, of these two preliminary proposed sites this one works best in my mind. I would like to see what a two storey option back there might look like, especially with the accommodation feature for visiting professionals (even if it's just single "bedsitting" rooms).
The option for the hallways and corridors along the outside walls made sense for the examination rooms and area for medical visits and patient comfort. For the social service and mental health areas I cannot stress how important it would be to have a central or internal corridor. We have one office now in the hub that is "internal" and it is thankfully used by a part time staff...it is airless and cheerless. I would ask that an option combine the inner and outer hallways for different parts of the building. It is important for the offices to have windows.
I liked the version that allowed for meeting rooms close to the front doors and reception area. Great for user groups and keeping down traffic within the building.
Did any of the gray areas for WCRS include a commercial kitchen? Or anywhere in the building at all? This would be high on my priority list.
I had an epiphany (ok, more like a low-wattage light bulb moment) when I realized that although I said "admin" when we talked, what I meant was "reception". The human face at the entrance is the feature I meant was so important; someone who can receive clients for any and all of the services and direct them without ever giving off the vibe that it's not their job to handle non-VIHA inquiries. WCRS has done our best with the position at the Hub front combining reception and admin duties, spreading the limited hours across our busiest times to keep the door open/unlocked.
Those are the few thoughts at the forefront of my brain, I'm sure we will chat again on this topic!
~Margaret

Margaret Morrison (*she/her*)

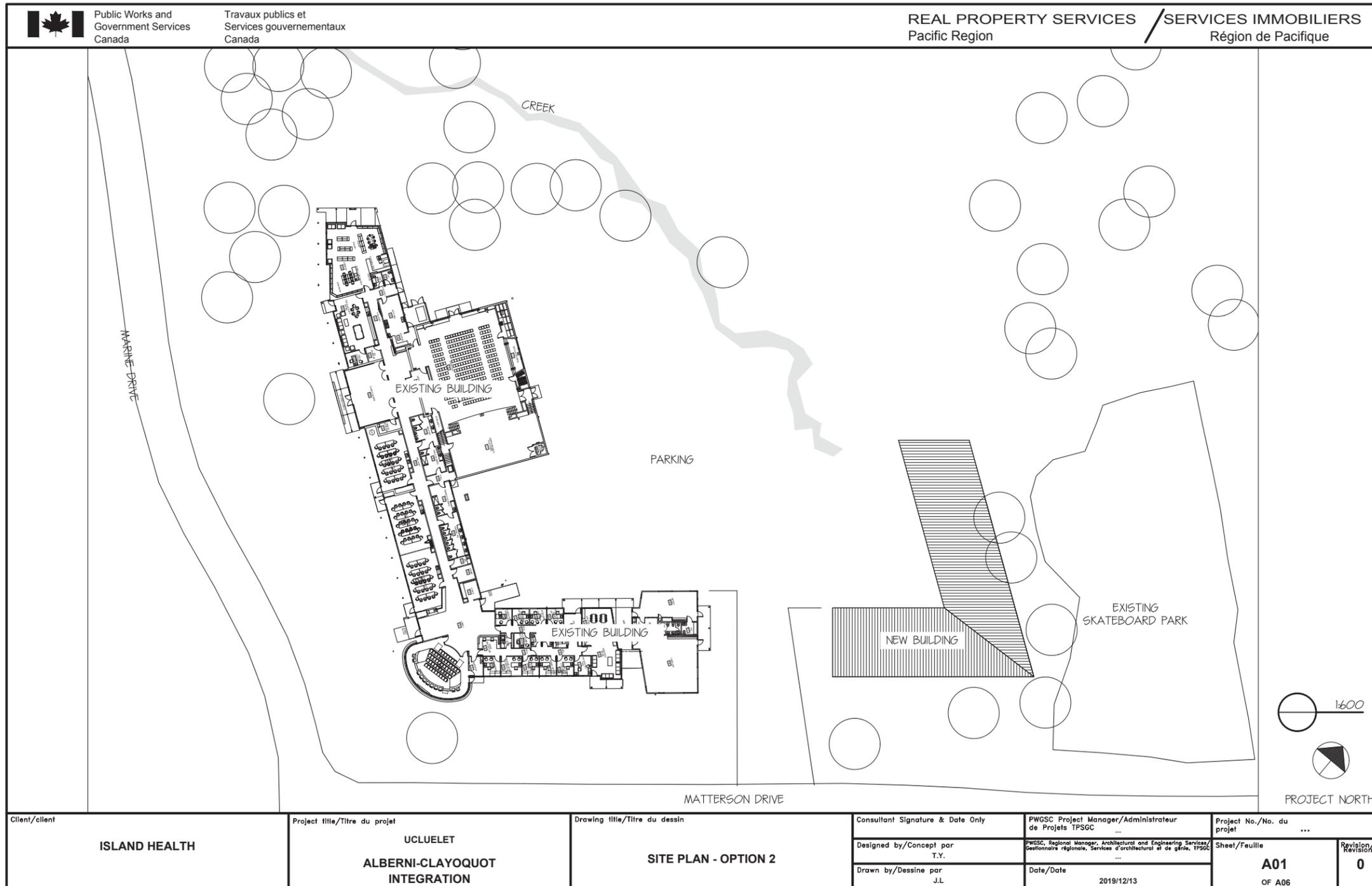
Executive Director
Westcoast Community Resources Society
Ucluelet V0R 3A0
250-726-2343
www.wccrs.ca

APPENDIX R SITE PLANNING STUDY

Investigation of 3 building configurations and locations how it relates to the existing community centre, the creek, and parking.

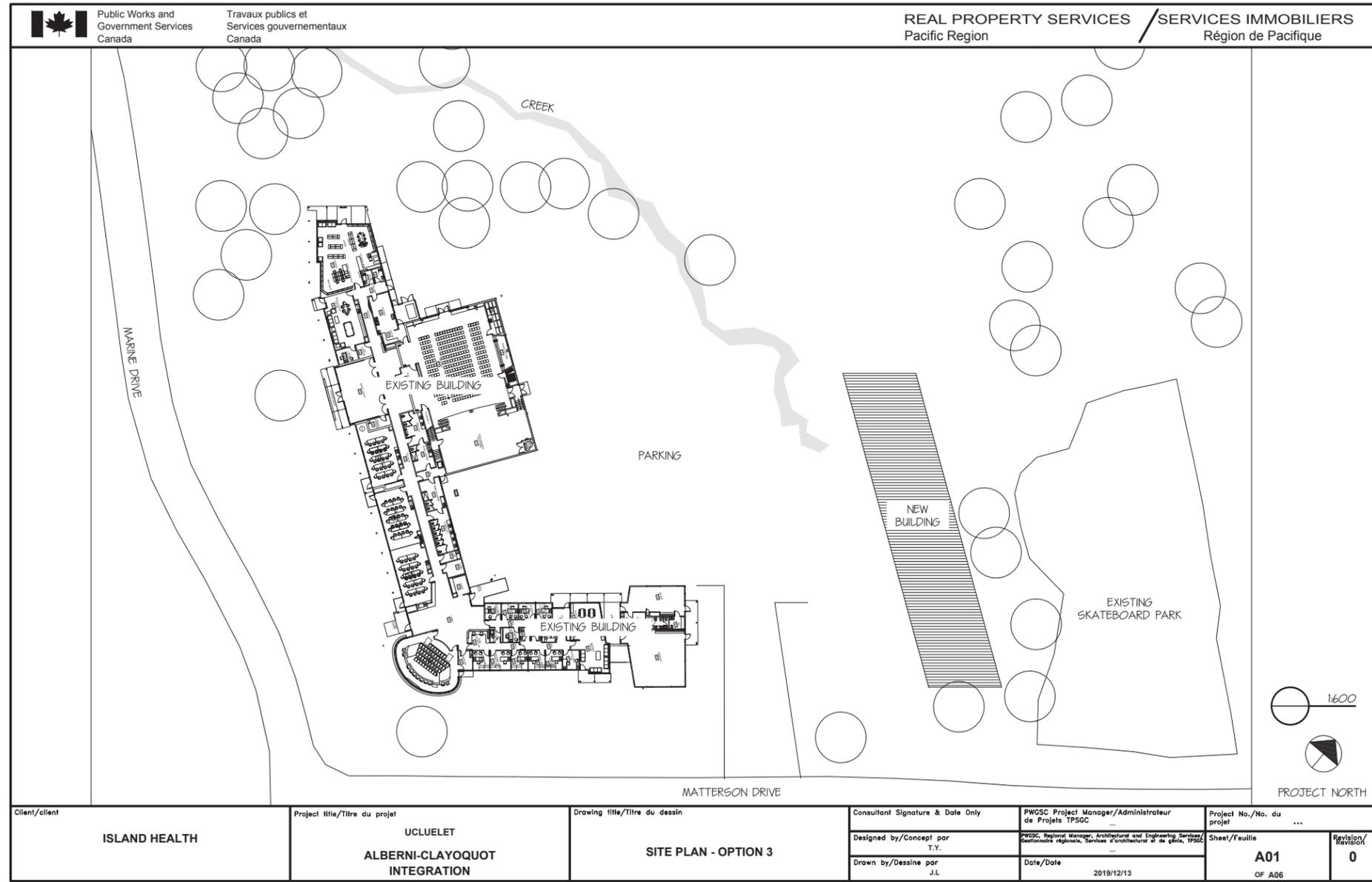


APPENDIX R SITE PLANNING STUDY



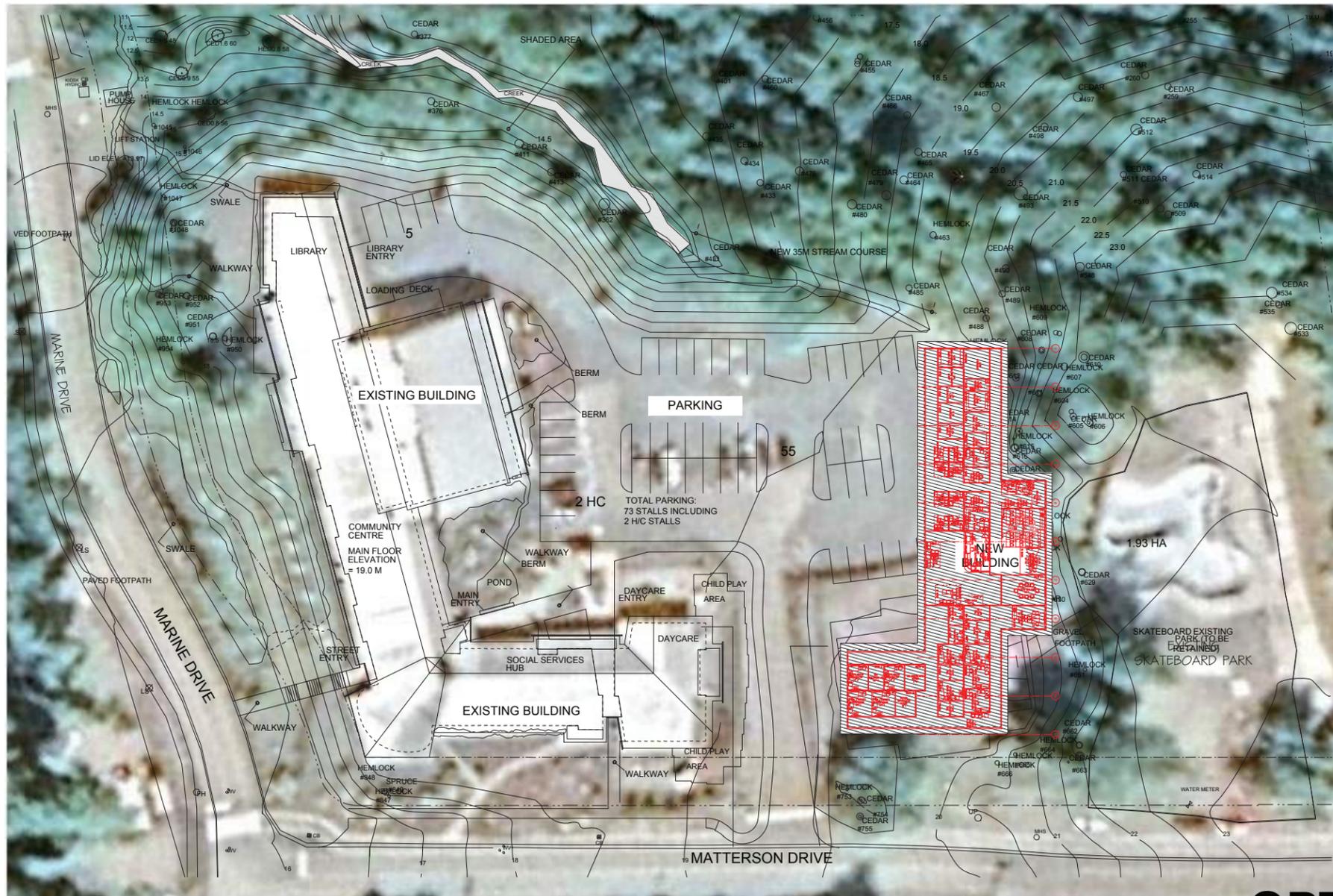
A0 - PWGSC - ANSI B-L2 - 11X17

APPENDIX R SITE PLANNING STUDY



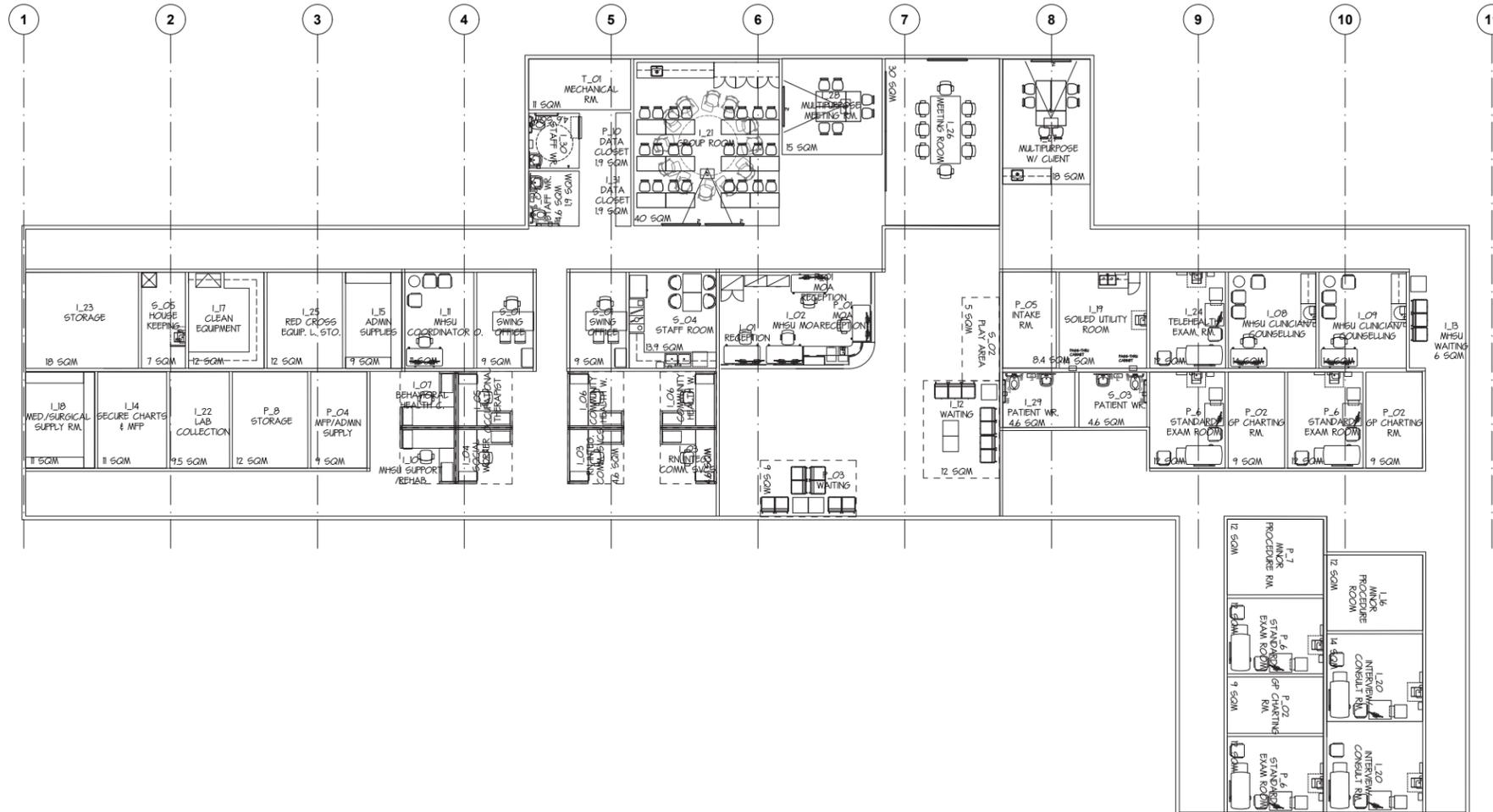
APPENDIX S SITE CONFIGURATION STUDY

The L-shape layout was used to study the relationship of the building to the site context.



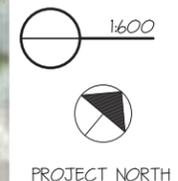
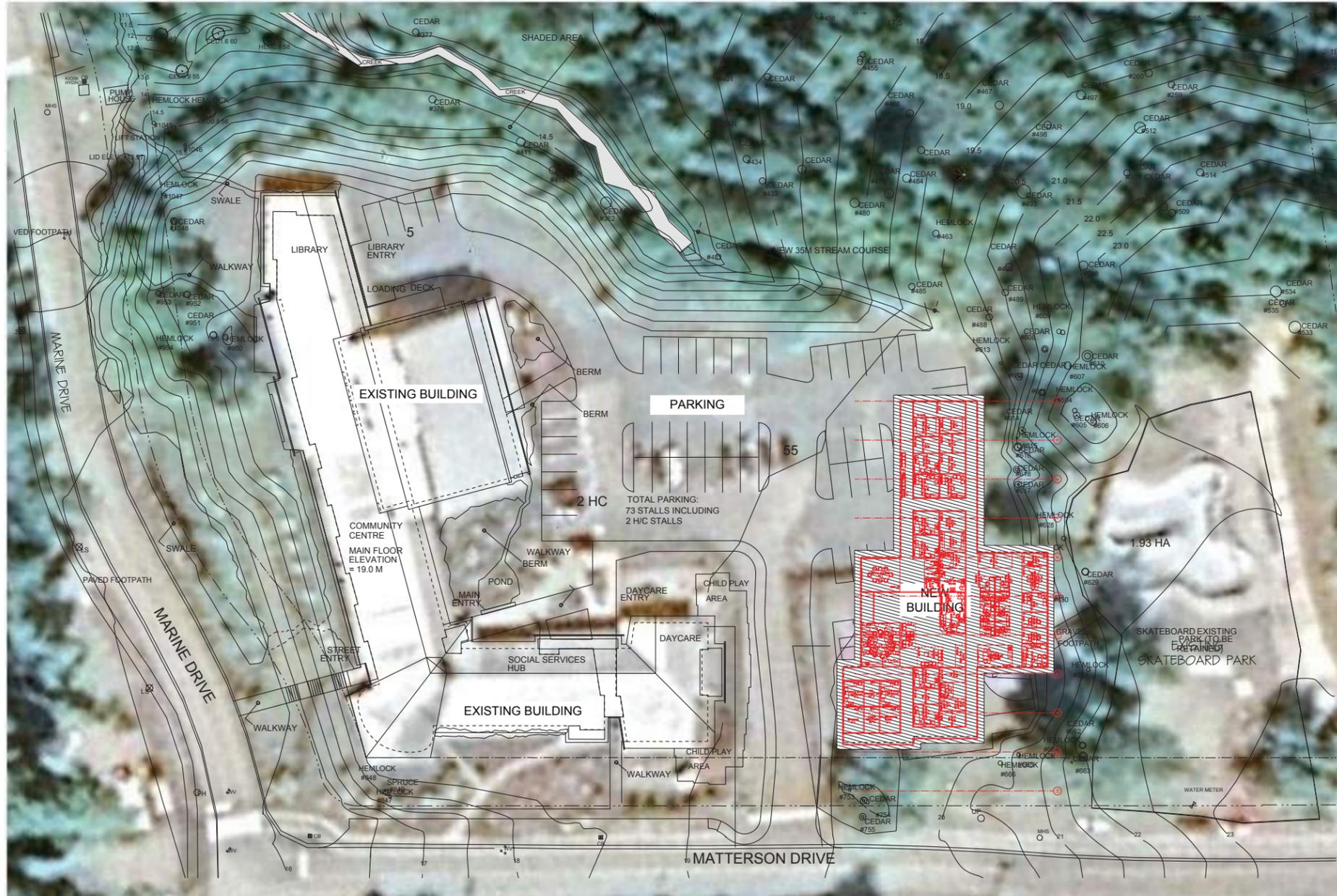
OPTION 1

APPENDIX S SITE CONFIGURATION STUDY



OPTION 1

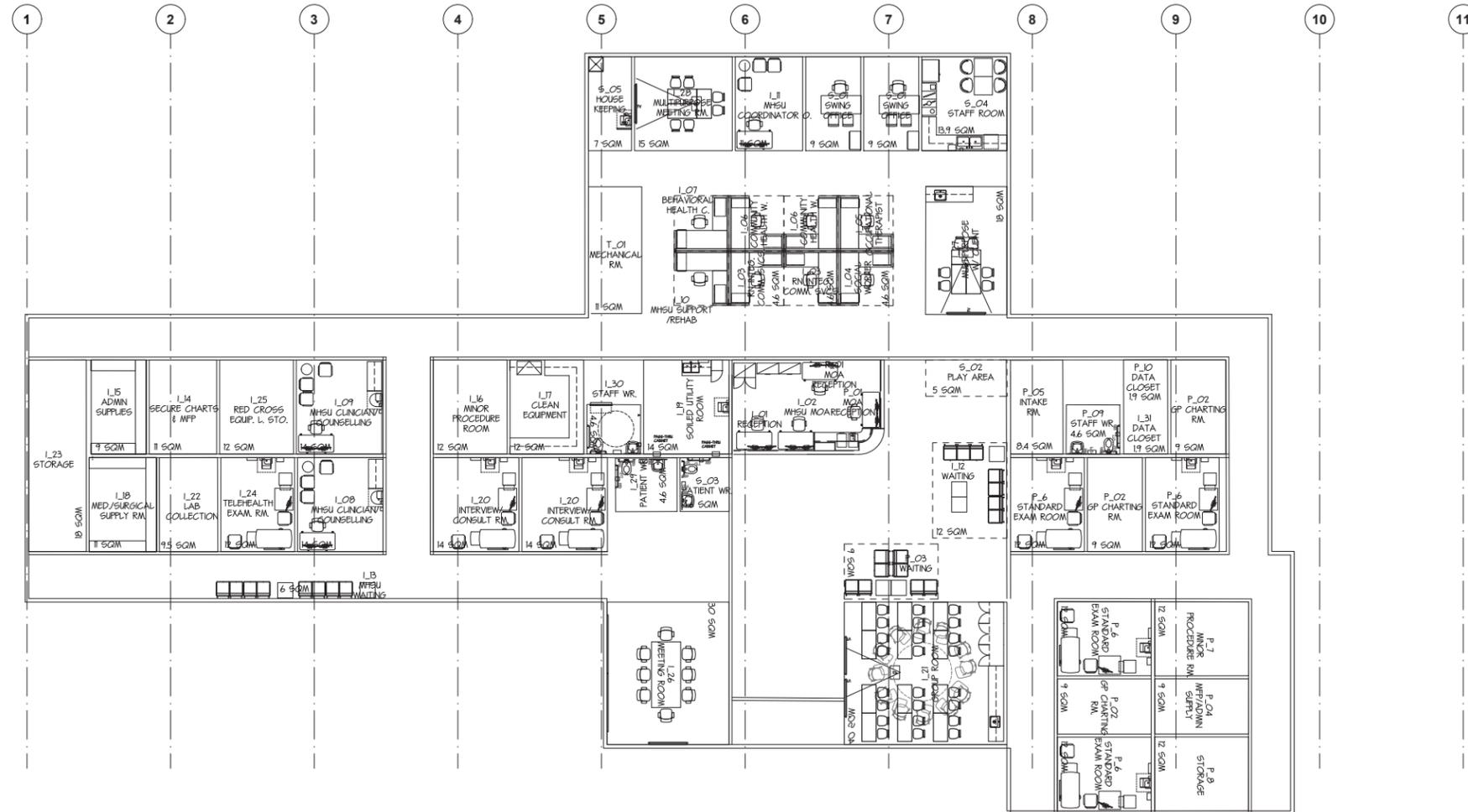
APPENDIX S SITE CONFIGURATION STUDY



PROJECT NORTH

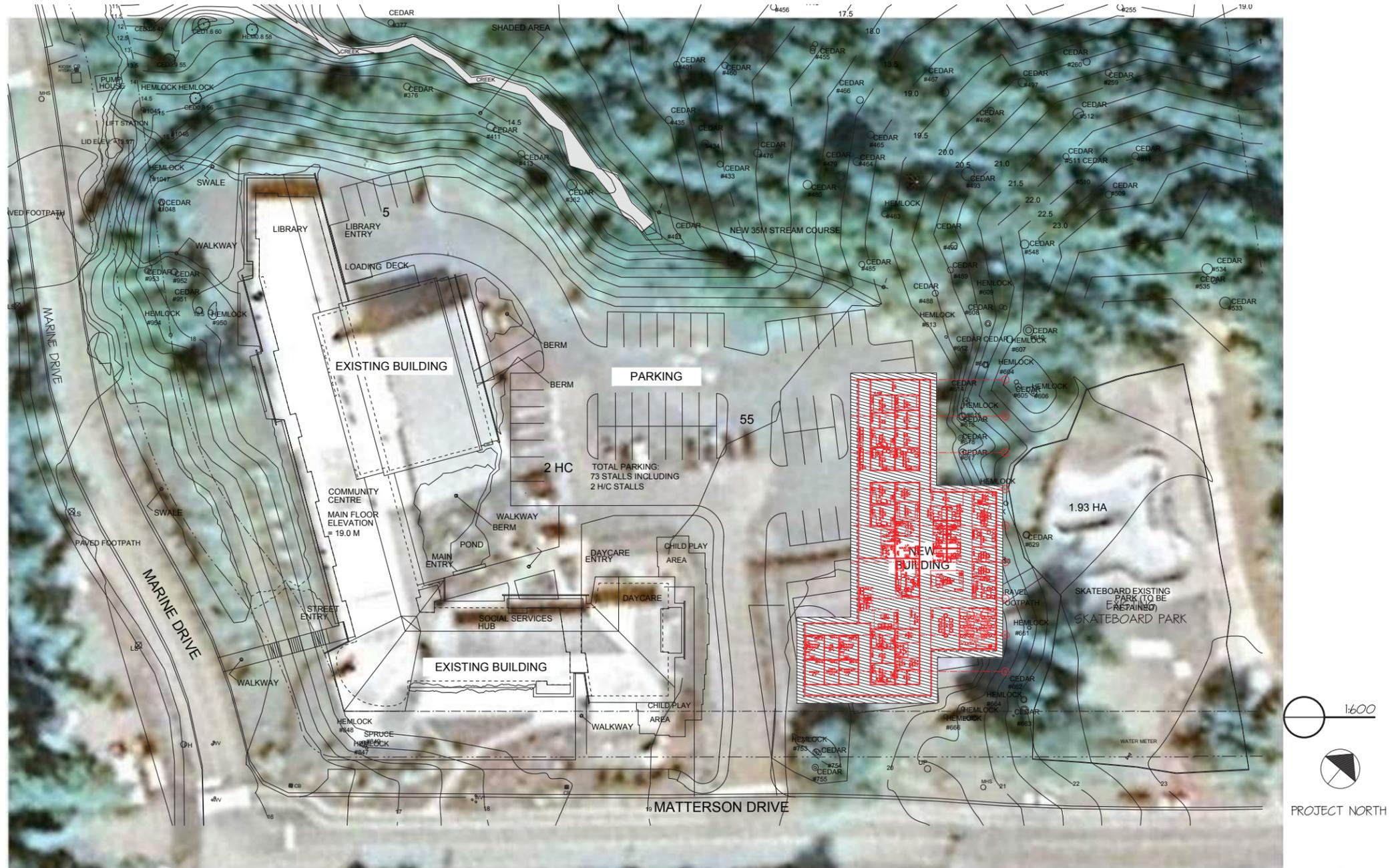
OPTION 2

APPENDIX S SITE CONFIGURATION STUDY



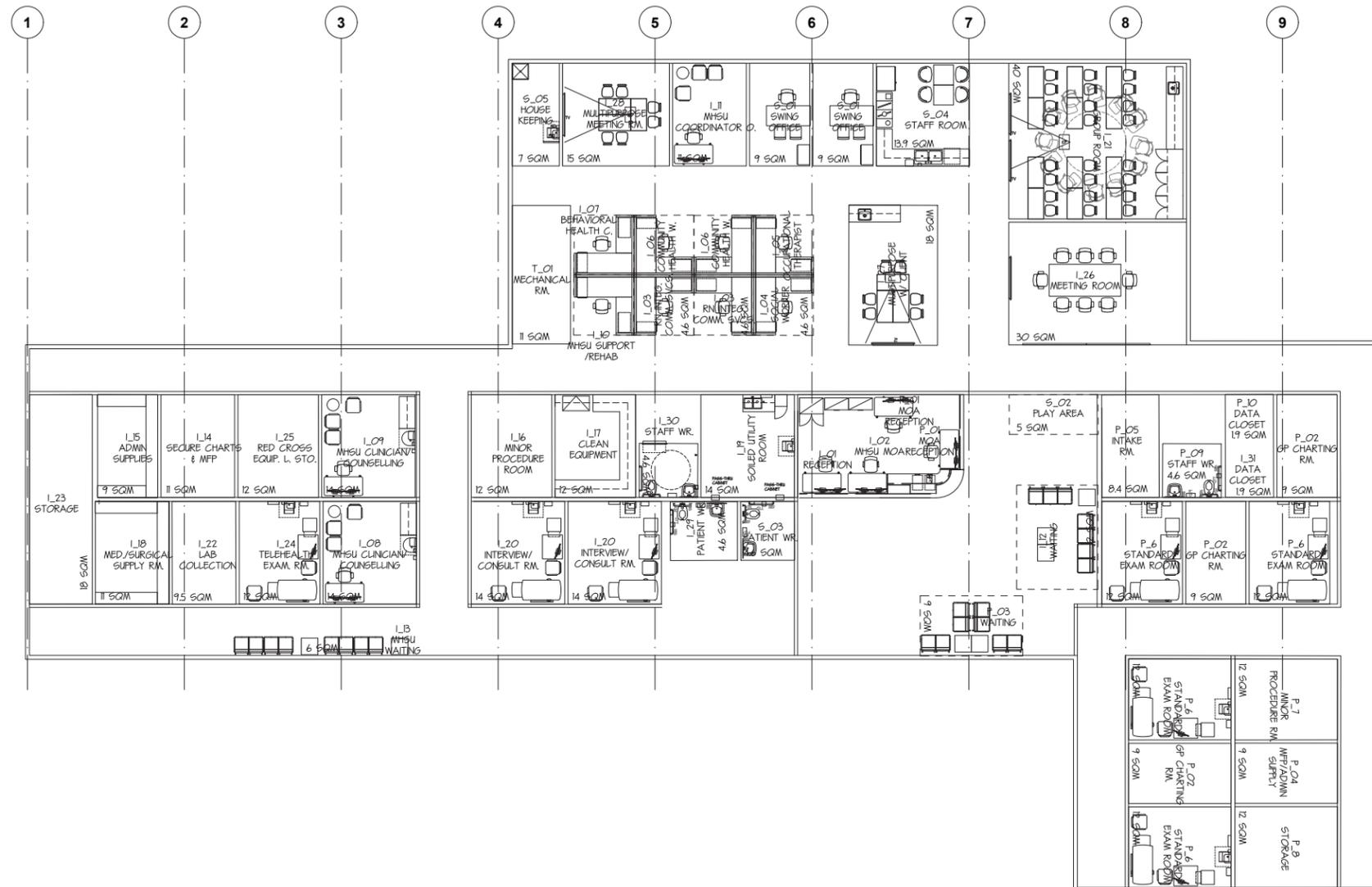
OPTION 2

APPENDIX S SITE CONFIGURATION STUDY



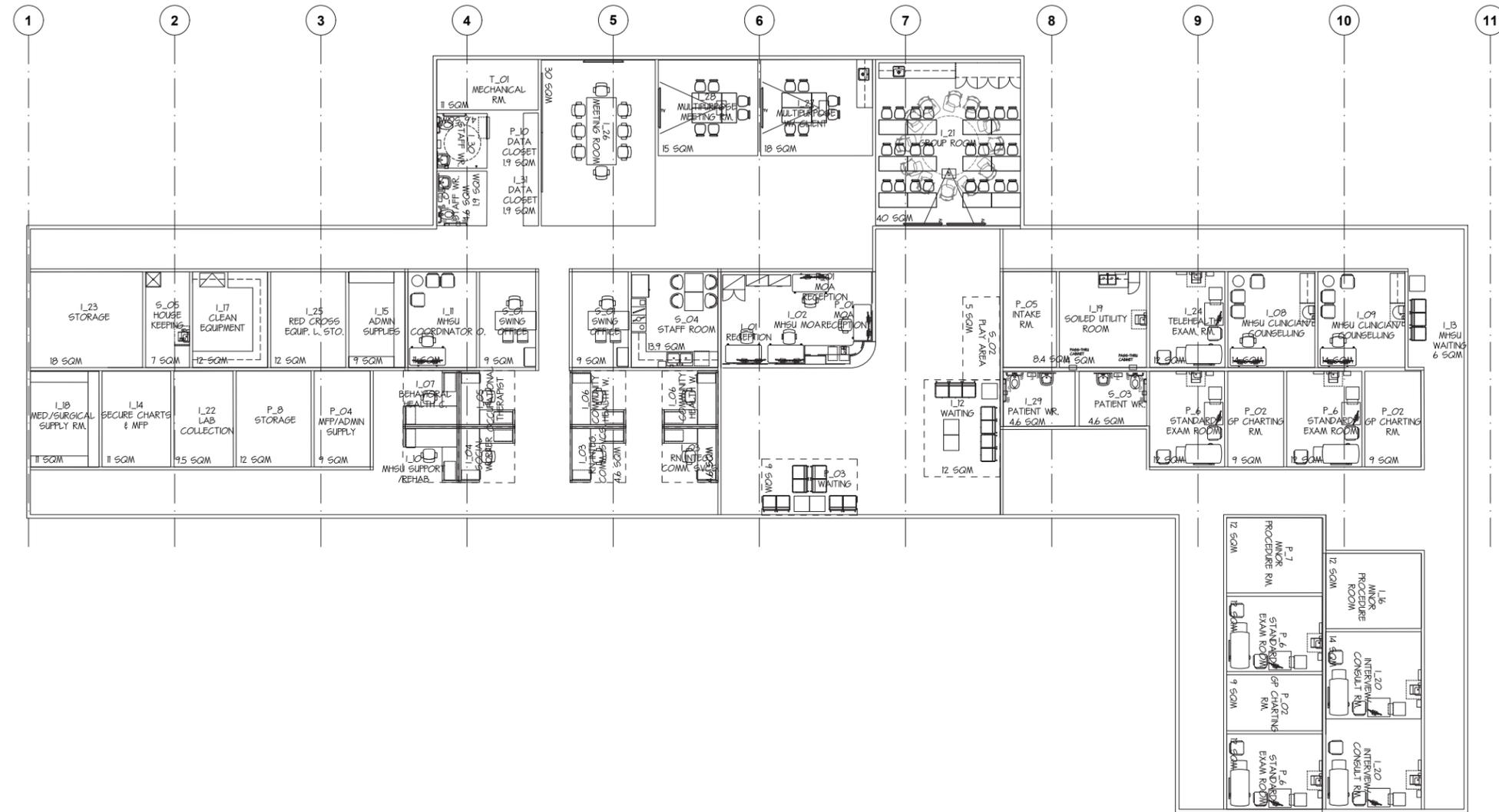
OPTION 3

APPENDIX S SITE CONFIGURATION STUDY



OPTION 3

APPENDIX S SITE CONFIGURATION STUDY

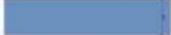
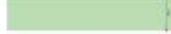


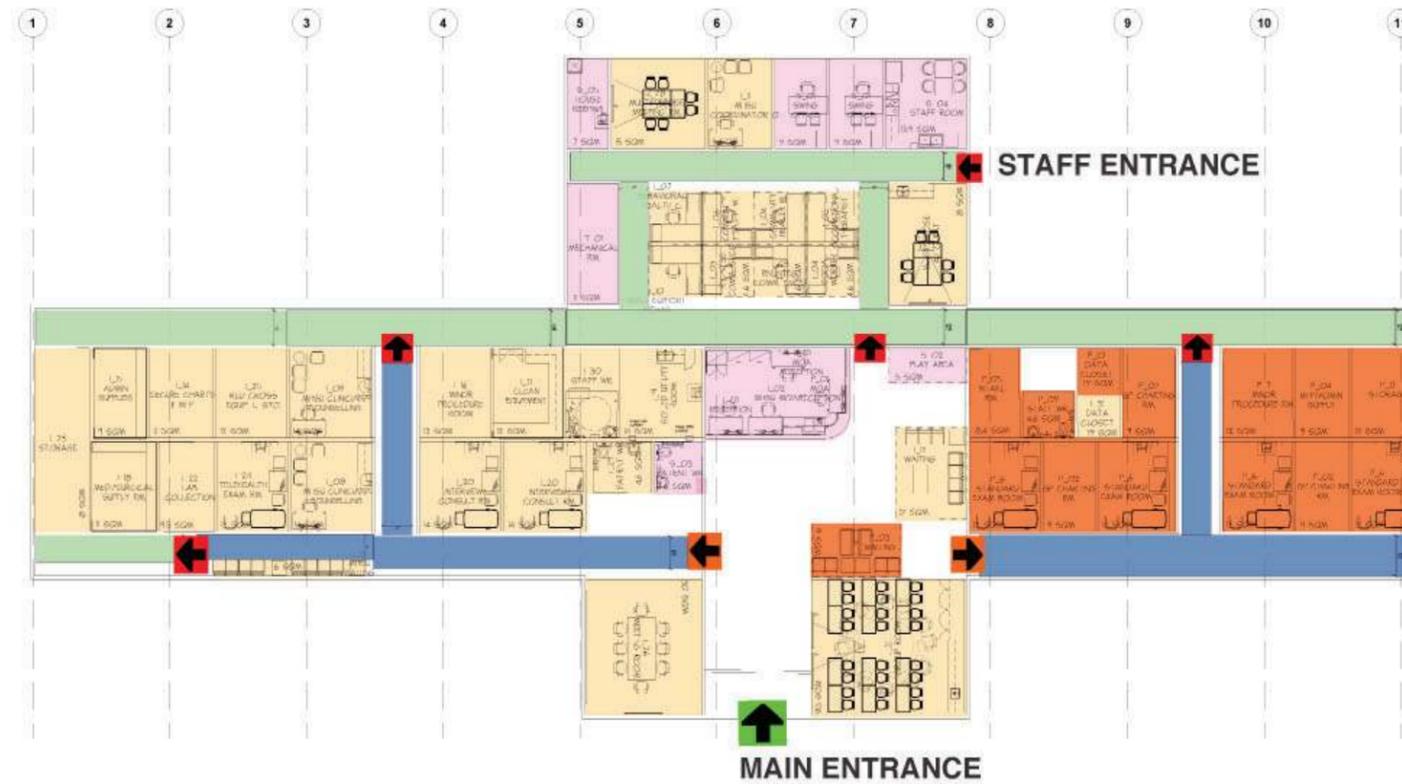
OPTION 4

APPENDIX T SPACE PLANNING

The approved program (about 750sm) was lay out and try to produce different options of how each space related to each other. The building size in one storev will be about 1,100

ENTRY POINT TO:

-  **PUBLIC ZONE**
-  **RESTRICTED STAFF ZONE**
-  **PATIENT HALLWAY**
-  **SEMI-PUBLIC ZONE**
-  **AFTER-HOUR RESTRICTED ZONE**
-  **STAFF HALLWAY**



Island Health Alberni-Clayoquot Integration, Ucluelet

Functional Program Block Layout Option 1

CHERNOFF THOMPSON ARCHITECTS 2020-01-02

GROSS AREA: 1031 SQM
 NET AREA: 758 SQM
 RATIO GROSS/NET: 1.36

APPENDIX T SPACE PLANNING

ENTRY POINT TO:



Island Health Alberni-Clayoquot Integration, Ucluelet

Functional Program Block Layout Option 2

CHERNOFF THOMPSON ARCHITECTS 2020-01-02

GROSS AREA: 1018 SQM
 NET AREA: 758 SQM
 RATIO GROSS/NET: 1.34

APPENDIX T SPACE PLANNING

ENTRY POINT TO:



Island Health Alberni-Clayoquot Integration, Ucluelet

Functional Program Block Layout Option 3

CHERNOFF THOMPSON ARCHITECTS 2020-01-02

GROSS AREA: 1023 SQM
 NET AREA: 758 SQM
 RATIO GROSS/NET: 1.35

APPENDIX U - FINANCIAL ASSESSMENT



Ucluelet Health Centre Project – Phase 1 Options Assessment

September 2020

700559-0002 (2.0)



Colliers
Project Leaders

Options Assessment
700559-0002 (2.0)

ACKNOWLEDGEMENTS

Client:

District of Ucluelet / Chernoff Thompson Architects
Tony Yip, Principal, Chernoff Thompson Architects

Project Team:

Colliers Project Leaders

Austin Cerkow, Senior Manager, Advisory Services
Surya Pulickal, Manager, Advisory Services
Ralf Nielsen, Managing Director, Advisory Services

Colliers Project Leaders
Advisory Services

APPENDIX U FINANCIAL ASSESSMENT

Options Assessment
700559-0002 (2.0)

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1.0 Executive Summary

1.1 Strategic Context

Through numerous community discussions, a vision is emerging of a proposed Health Centre building that would consolidate services and improve the delivery of healthcare in Ucluelet and in the surrounding areas. Improving the delivery of healthcare services has been identified as one of the priorities within the 2019-2022 Strategic Plan. To improve these services in the Ucluelet area, the District of Ucluelet (the District) would like to determine the feasibility of constructing a community Health Centre building of 8,000-10,000 sq. ft in size, depending on the results of consultation with stakeholders and reviewing site parameters. The building could also offer additional commercial office space and/or employee housing for lease.

In August 2019, the District engaged Chernoff Thompson Architects Services to prepare and submit a Ucluelet Health Centre concept plan, accompanied by preliminary site feasibility analysis for two proposed site locations, and recommendations. Colliers Project Leaders (Colliers) was engaged to perform a financial assessment of development and ownership options.

1.2 Aim of Process

The aim of the assessment is as follows:

1. To assess the investment and procurement options available to the District and inform on the optimal decision.

1.3 Approach and Methodology

A Discounted Value of Projected Future Cash Flows (DCF) approach was applied to assess the Net Present Value (NPV) to the District of Ucluelet of each identified option.

The following tasks were completed for the financial analysis:

1. For the identified investment options, apply space requirements and derive Class D cost estimate data for the facility at the preferred sites;
2. Based on the identified development and ownership options, evaluate test scenarios using a financial model providing value for money of each option being assessed and preferred option; and,
3. Develop an assessment report.

1.4 Options Definition

Based on three development options and two ownership options, six scenarios were defined for evaluation:

- Scenario 1: District Develops New Site, Owns and Operates;
- Scenario 2: District Redevelops Existing Site, Owns and Operates;
- Scenario 3: District Leases, Private Develops New Site, Owns and Operates;
- Scenario 4: District Leases, Private Redevelops Existing Site, Owns and Operates;

APPENDIX U - FINANCIAL ASSESSMENT

- Scenario 5: District Upgrades Existing Building, Owns and Operates; and,
- Scenario 6: District Leases, Private Upgrades Existing Building, Owns and Operates.

1.5 Results

The Project NPV results of the financial modelling assessment are presented below in Table 1.

Table 1: Summary of Results - Project Net Present Value (Ung geared)

No.	Scenario	Project NPV @ 4.0%	Total Capital Cost	Cash Flow Available For Debt Service	Debt Service	Net Cash Flow
		CAD	CAD	Operation Year 2 (CAD)		
1	District Develops New Site, Owns and Operates	(9,985,566)	(14,093,468)	210,204	(691,659)	(481,455)
2	District Redevelops Existing Site, Owns and Operates	(9,118,429)	(13,239,416)	211,464	(649,648)	(438,184)
3	District Leases, Private Develops New Site, Owns and Operates	(2,147,686)	(1,010,418)	(65,769)	(49,533)	(115,302)
4	District Leases, Private Redevelops Existing Site, Owns and Operates	(2,144,325)	(1,010,418)	(65,583)	(49,533)	(115,116)
5	District Upgrades Existing Building, Owns and Operates	(1,277,042)	(4,261,756)	158,738	(209,454)	(50,717)
6	District Leases, Private Upgrades Existing Building, Owns and Operates	(2,482,128)	-	(132,086)	-	(132,086)

1.6 Findings

A summary of the key findings is presented below:

- From a District perspective, Scenario 3 “District Leases, Private Develops New Site, Owns and Operates” and Scenario 4 “District Leases, Private Redevelops Existing Site, Owns and Operates” represent affordable leasing options that offer value for money. These scenarios have a lower financial impact to the District than most ownership options whilst meeting the accommodation requirements of all potential user components.
- However, the District will be limited in the level of freedom or control which is characteristic to leased premises and should balance the affordability upside with qualitative considerations of ownership, namely the ability to provide effective real estate management and to ensure continuity of services in the future.
- Opportunities to mitigate qualitative limitations may enhance the attractiveness of Scenarios 3 and 4. For example, a stronger lease agreement with better terms for compliance, and more control over potential disruptions, tenure and real estate management.
- Scenario 1 “District Develops New Site, Owns and Operates” and Scenario 2 “District Redevelops Existing Site, Owns and Operates” represent costly development and ownership options for the District but importantly provide control and certainty over accommodation. The District should weigh its investment decision against these qualitative considerations.

- Scenario 5 “District Upgrades Existing Building, Owns and Operates” is an interesting affordable ownership option but cautiously requires further investigation to ascertain the true cost of upgrading an existing building to a medical grade facility. Also, the limitation in physical space is a qualitative hurdle which excludes WCRC and Residential components.
- Scenario 6 has no financial impact on the District; the result only provides an indication of operating cost for the Public Clinic and Private Practice.

1.7 Preferred Options

The following scenarios represent options that provide value for money:

- Scenario 3 “District Leases, Private Develops New Site, Owns and Operates”; and,
- Scenario 4 “District Leases, Private Redevelops Existing Site, Owns and Operates”.
- Scenario 5 “District Upgrades Existing Building, Owns and Operates” is an interesting affordable ownership option but requires further investigation to ascertain the true cost of upgrading an existing building to a medical grade facility.

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2.0 Background

2.1 Strategic Context

Through numerous community discussions, a vision is emerging of a proposed Health Centre building that would consolidate services and improve the delivery of healthcare in Ucluelet and in the surrounding areas. Improving the delivery of healthcare services has been identified as one of the priorities within the 2019-2022 Strategic Plan. To improve these services in the Ucluelet area, the District of Ucluelet (the District) would like to determine the feasibility of constructing a community Health Centre building of 8,000-10,000 sq. ft in size, depending on the results of consultation with stakeholders and reviewing site parameters. The building could also offer additional commercial office space and/or employee housing for lease.

The Ucluelet Health Centre Project consists of 3 phases:

- Phase 1: Feasibility and Design (2019);
- Phase 2: Design/Site Confirmation and Tendering (2020); and,
- Phase 3: Construction (2021).

A feasibility study will consider two proposed locations:

- 1510 Peninsula Road, Ucluelet, B.C., currently the Home of the Ucluelet Athletic Club; and,
- 500 Matterson Drive, Ucluelet, B.C., accompanying the Ucluelet Community Centre.

The District has already engaged with the Vancouver Island Health Authority (VIHA) with the intention of developing a building to meet the current and future service needs of (VIHA) in the area. These services may include public health, mental health, community care, rehabilitation, dietary, and lab services.

In August 2019, the District engaged Chernoff Thompson Architects Services to prepare and submit a Ucluelet Health Centre concept plan, accompanied by preliminary site feasibility analysis for two proposed site locations, and recommendations. Colliers Project Leaders (Colliers) was engaged to perform a financial assessment of development and ownership options.

2.2 Aim of Process

The aim of the assessment is as follows:

1. To assess the investment and procurement options available to the District and inform on the optimal decision.

3.0 Approach and Methodology

3.1 Approach

A financial analysis was conducted using a detailed financial model that can simulate various development and ownership options. The model incorporates the results and findings from space analysis, diligence investigations, and construction cost estimates, together with a range of estimates for operating expense, capital expenditure and market assumptions.

A Discounted Value of Projected Future Cash Flows (DCF) approach was applied to assess the Net Present Value (NPV) to the District of Ucluelet of each identified option.

3.2 Methodology

Colliers foresees the following tasks to be completed for the financial analysis:

1. For the identified investment options, apply space requirements and derive Class D cost estimate data for the facility at the preferred sites, including: professional fees, permits, site development, construction costs, equipment costs and land acquisition costs, and a master schedule containing phasing for construction and operational periods;
2. Based on the identified development and ownership options, evaluate test scenarios using a financial model, providing:
 - a. a monthly cash flow forecast over a 25 year operating period;
 - b. simulation of variables and impacts (capital investment, operational and lifecycle maintenance costs, revenue generation);
 - c. value for money of each option being assessed and preferred option; and,
3. Develop an assessment report outlining the study aim, approach, methodology, assumptions, results, findings and preferred option.

3.3 Data Sources

Data used to conduct the analysis was sourced from the following:

- Concept Plan - a39038.1_Ucluelet Health Feas-Study Option 5A Revised 2020-04-22.pdf
- Altus 2020 Construction Cost Guide;
- Altus 2019 Construction Cost Guide;
- Hanscomb Yardsticks for Costing: Cost Data for the Canadian Construction Industry (for building construction cost benchmarks);
- Royal Architectural Institute of Canada (RAIC), A Guide to Determining Appropriate Fees for the Services of an Architect;
- CMHC Private Apartment Data, October 2019;
- Realtor.ca website, June 17, 2020;
- Rentboard.ca website, June 17, 2020;
- Colliers Q12020 Victoria Industrial Report, May 2020;

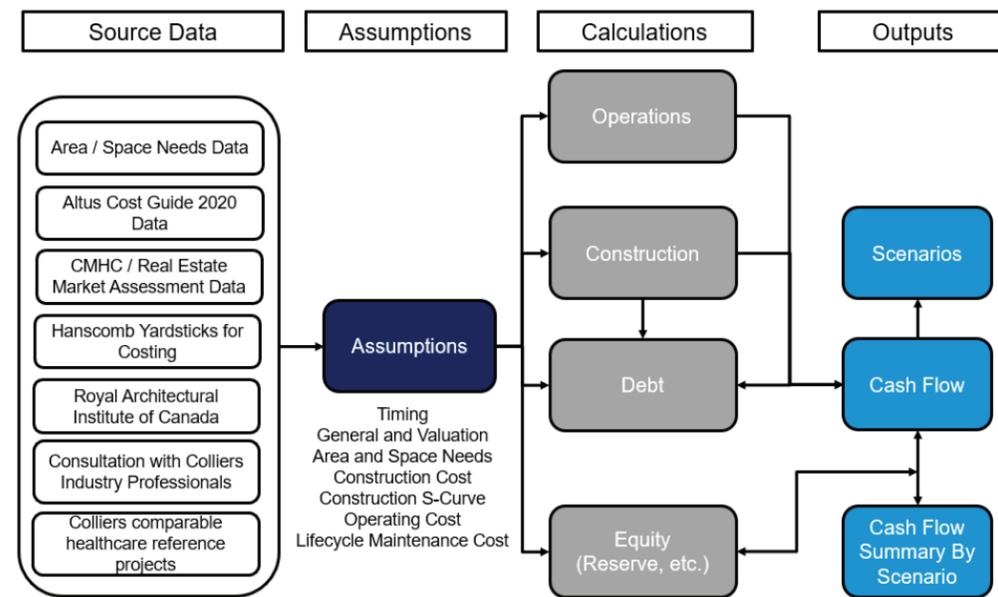
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- Colliers International Consulting Real Estate Market Assessment Report, August 2018;
- District of Ucluelet 2018 Proposed Budget Presentation, District of Ucluelet.

3.4 Financial Model Schematic

Figure 1 below provides a schematic overview of the analytical model developed for the assessment.

Figure 1: Financial Model Schematic



4.0 Options Definition

4.1 Development and Ownership Options

Three development options on different sites were identified, including:

- Undeveloped Site (excluding services);
- Developed Site (including services); and,
- Developed Site with Existing Building.

Two ownership options were also identified, namely:

- Own and operate a new or existing facility; and,
- Lease space within a new or existing facility.

Based on the three development options and two ownership options, six scenarios were defined for evaluation:

- Scenario 1: District Develops New Site, Owns and Operates;
- Scenario 2: District Redevelops Existing Site, Owns and Operates;
- Scenario 3: District Leases, Private Develops New Site, Owns and Operates;
- Scenario 4: District Leases, Private Redevelops Existing Site, Owns and Operates;
- Scenario 5: District Upgrades Existing Building, Owns and Operates; and,
- Scenario 6: District Leases, Private Upgrades Existing Building, Owns and Operates.

These scenarios are outlined below in Table 2.

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Table 2: Scenario Definition

Ownership / Procurement Option	Development / Investment Option		
	Undeveloped Site	Developed Site	Existing Building
District Owns	Scenario 1: District Develops New Site, Owns and Operates <ul style="list-style-type: none"> District develops new site, builds new facility, owns and operates Building Gross Floor Area 1,794 sqm New site services WCRC - no rent Public Clinic / Private Practice - rent paid to District 4 Residential tenants - rent paid to District Rentable Area 1,264 sqm 	Scenario 2: District Redevelops Existing Site, Owns and Operates <ul style="list-style-type: none"> District develops pre-existing site, builds new facility, owns and operates Building Gross Floor Area 1,794 sqm Existing site services WCRC - no rent Public Clinic / Private Practice - rent paid to District 4 Residential tenants - rent paid to District Rentable Area 1,264 sqm 	Scenario 5: District Upgrades Existing Building, Owns and Operates <ul style="list-style-type: none"> District purchases an existing building, upgrades it, and owns and operates Building Gross Floor Area 929 sqm Existing site services Public Clinic / Private Practice / Retail Store - rent paid to District No WCRC or Residential components Rentable Area 650 sqm (Public Clinic 313 sqm, Private Practice 142 sqm, Retail Store 195 sqm)
	District Leases	Scenario 3: District Leases, Private Develops New Site, Owns and Operates <ul style="list-style-type: none"> Private Developer develops new site, builds new facility, owns and operates District leases rentable space for WCRC only, rent paid to Private Developer District (WCRC) Rentable Area 152 sqm 	Scenario 4: District Leases, Private Redevelops Existing Site, Owns and Operates <ul style="list-style-type: none"> Private Developer develops pre-existing site, builds new facility, owns and operates District leases rentable space for WCRC only, rent paid to Private Developer District (WCRC) Rentable Area 152 sqm Note: This scenario is identical to Scenario 3 with the exception of a slightly different property value assumption and property tax calculation

5.0 Assumptions

The assumptions used in the financial modelling assessment are presented below in Tables 3 to 8.

5.1 Area Assumptions

Table 3: Area Assumptions

Assumption	Unit	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
		District Develops New Site, Owns and Operates	District Redevelops Existing Site, Owns and Operates	District Leases, Private Develops New Site, Owns and Operates	District Leases, Private Redevelops Existing Site, Owns and Operates	District Leases, Private Redevelops Existing Site, Owns and Operates	District Leases, Private Upgrades Existing Building, Owns and Operates
Land and Property Area	Sq. M.	2,773	2,773	2,773	2,773	929	929
Land and Property Area	Acres	0.6851	0.6851	0.6851	0.6851	0.2296	0.2296
Land and Property Area	Sq. Ft.	29,845	29,845	29,845	29,845	10,000	10,000
Floor Area - Level 1 (Commercial)	Sq. M.	1,157	1,157	1,157	1,157	465	465
Floor Area - Level 2 (Residential and Commercial)	Sq. M.	637	637	637	637	465	465
Gross Building Area - Public Clinic	Sq. M.	577	577	577	577	259	259
Gross Building Area - Private Clinic	Sq. M.	206	206	206	206	206	206
Gross Building Area - WCRC (#1-4)	Sq. M.	220	220	220	220		
Gross Building Area - Share Space	Sq. M.	356	356	356	356		
Gross Building Area - Commercial	Sq. M.	1,359	1,359	1,359	1,359	929	929
Gross Parking Area - Commercial	Sq. M.	1,472	1,472	1,472	1,472	1,472	1,472
Gross Building Area - Residential	Sq. M.	435	435	435	435		
Gross Parking Area - Residential	Sq. M.	144	144	144	144		
Gross Building Area - Total	Sq. M.	1,794	1,794	1,794	1,794	929	929
Gross Parking Area - Total	Sq. M.	1,616	1,616	1,616	1,616	1,472	1,472
Gross Site Area (L1 Floor Area + Gross Parking Area)	Sq. M.	2,773	2,773	2,773	2,773	1,937	1,937
Floor Area - Level 1 (Commercial)	Sq. Ft.	12,454	12,454	12,454	12,454	5,000	5,000
Floor Area - Level 2 (Residential and Commercial)	Sq. Ft.	6,857	6,857	6,857	6,857	5,000	5,000
Gross Building Area - Commercial	Sq. Ft.	14,634	14,634	14,634	14,634	10,000	10,000
Gross Building Area - Residential	Sq. Ft.	15,845	15,845	15,845	15,845	15,845	15,845
Gross Building Area - Total	Sq. Ft.	4,677	4,677	4,677	4,677	-	-
Gross Parking Area - Commercial	Sq. Ft.	1,546	1,546	1,546	1,546	-	-
Gross Parking Area - Residential	Sq. Ft.	19,310	19,310	19,310	19,310	10,000	10,000
Gross Parking Area - Total	Sq. Ft.	17,391	17,391	17,391	17,391	15,845	15,845
Gross Site Area (L1 Floor Area + Gross Parking Area)	Sq. Ft.	29,845	29,845	29,845	29,845	20,845	20,845
Rentable Area Factor (Level 1)	%	44.99%	44.99%	44.99%	44.99%	30.00%	30.00%
Rentable Area Factor (Level 2)	%	34.11%	34.11%	34.11%	34.11%	30.00%	30.00%

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Assumption	Unit	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
		District Develops New Site, Owns and Operates	District Redevelops Existing Site, Owns and Operates	District Leases, Private Develops New Site, Owns and Operates	District Leases, Private Redevelops Existing Site, Owns and Operates	District Leases, Private Redevelops Existing Site, Owns and Operates	District Leases, Private Upgrades Existing Building, Owns and Operates
Rentable Area (Level 1) - Available	Sq. M.	798	798	798	798	325	325
Rentable Area (Level 2) - Available	Sq. M.	475	475	475	475	325	325
Rentable Building Area - Public Clinic	Sq. M.	407	407	407	407	313	313
Rentable Building Area - Private Clinic	Sq. M.	142	142	142	142	142	142
Rentable Building Area - WCRC (#1-4) / Retail Store (#5-6)	Sq. M.	152	152	152	152	195	
Rentable Building Area - Share Space	Sq. M.	248	248	248	248		
Rentable Building Area - Residential Units	Sq. M.	324	324	324	324		
Total Rentable Area	Sq. M.	1,273	1,273	1,273	1,273	650	455
Rentable Area (Level 1)	Sq. Ft.	8,590	8,590	8,590	8,590	3,500	3,500
Rentable Area (Level 2)	Sq. Ft.	5,113	5,113	5,113	5,113	3,500	3,500
Rentable Building Area - Public Clinic	Sq. Ft.	4,381	4,381	4,381	4,381	3,369	3,369
Rentable Building Area - Private Clinic	Sq. Ft.	1,528	1,528	1,528	1,528	1,528	1,528
Rentable Building Area - WCRC (#1-4) / Retail Store (#5-6)	Sq. Ft.	1,636	1,636	1,636	1,636	2,100	-
Rentable Building Area - Share Space	Sq. Ft.	2,669	2,669	2,669	2,669	-	-
Rentable Building Area - Residential Units	Sq. Ft.	3,488	3,488	3,488	3,488	-	-
Total Rentable Area	Sq. Ft.	13,702	13,702	13,702	13,702	6,998	4,898
Rentable Building Area incl Share Space - Public Clinic	Sq. Ft.	5,271	5,271	5,271	5,271	3,369	3,369
Rentable Building Area incl Share Space - Private Clinic	Sq. Ft.	2,418	2,418	2,418	2,418	1,528	1,528
Rentable Building Area incl Share Space - WCRC	Sq. Ft.	2,526	2,526	2,526	2,526	2,100	-

5.2 Timing Assumptions

Table 4: Timing Assumptions

Phase	Start Date	Duration	End date
Construction Period	1 Jan 2021	18 months	30 Jun 2022
Operation Period	1 Jul 2022	25 years	30 Jun 2047

5.3 General and Valuation Assumptions

Table 5: General and Valuation Assumptions

Assumption	Amount
Inflation	<ul style="list-style-type: none"> 2.00% p.a.
Interest Rate	<ul style="list-style-type: none"> 0.63% (Construction Loan) 2.17% (Permanent Loan)
Debt Margin (Spread / Provision for Increase)	<ul style="list-style-type: none"> 1.50% (Construction Loan) 1.50% (Operation Permanent Loan)
All-in-Rate	<ul style="list-style-type: none"> 2.13% (Construction Loan) 3.67% (Permanent Loan)
Debt Gearing Ratio	<ul style="list-style-type: none"> 80% Debt (20% Equity)
Financing Fee and Repayment Terms	<ul style="list-style-type: none"> 0.10% (Upfront Origination Fee) 25 years (Tenor)
Discount Rate	<ul style="list-style-type: none"> 4.0% (Base Case) 2.0% and 6.0% (Sensitivity)

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5.4 Construction Cost Assumptions

Table 6: Construction Cost Assumptions

Assumption	Unit	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
		District Develops New Site, Owns and Operates	District Redevelops Existing Site, Owns and Operates	District Leases, Private Develops New Site, Owns and Operates	District Leases, Private Redevelops Existing Site, Owns and Operates	District Leases, Private Redevelops Existing Site, Owns and Operates	District Leases, Private Upgrades Existing Building, Owns and Operates
Land and Property Acquisition Price	CAD per Sq. Ft.	18.43	18.43	-	-	200	-
Construction Cost (Clinics) – Assumption ¹	CAD per Sq. Ft.	435	435	-	-	79	-
Construction Cost (WCRC) – Assumption ²	CAD per Sq. Ft.	355	355	-	-	-	-
Construction Cost (Clinics) – Weighting	#Num	0.78	0.78	-	-	1.00	-
Construction Cost (WCRC) – Weighting	#Num	0.22	0.22	-	-	-	-
Construction Cost (Commercial) – Adjustment ⁴	%	15.00%	15.00%	-	-	15.00%	-
Construction Cost (Commercial) – Applied ³	CAD per Sq. Ft.	480	480	-	-	91	-
Construction Cost (Residential) – Assumption ⁵	CAD per Sq. Ft.	273	273	-	-	-	-
Construction Cost (Residential) – Adjustment ⁶	%	15.00%	15.00%	-	-	-	-
Construction Cost (Residential) – Applied	CAD per Sq. Ft.	313	313	-	-	-	-
Site Servicing Cost – Input	CAD per Acre	901,920	-	-	-	-	-
Site Servicing Cost – Increase / Decrease	%	15.00%	-	-	-	-	-
Site Servicing Cost – Applied	CAD per Acre	1,037,208	-	-	-	-	-
Site Servicing Cost as a % of Total Const. Cost	% (statistical)	10.00%	-	-	-	-	-
Fit-up Construction Cost ⁹	CAD per Sq. Ft.	-	-	-	-	-	-
FF&E (Material and Labour)	CAD	900,000	900,000	900,000	900,000	900,000	-
FF&E (Specification and Procurement Mgt) ⁷	% of FF&E	12.00%	12.00%	12.00%	12.00%	12.00%	-
Preconstruction as a % of Const. Cost – Commercial	%	20.00%	20.00%	-	-	20.00%	-
Preconstruction as a % of Const. Cost – Residential	%	12.00%	12.00%	-	-	-	-
Surface Parking Cost ⁸	CAD per Space	5,000	5,000	-	-	-	-
Landscaping Cost	CAD per Sq. Ft.	-	-	-	-	-	-
Demolition Cost	CAD per Sq. Ft.	-	-	-	-	-	-
Design Contingency	% of Const. Cost	3.20%	3.20%	-	-	3.20%	-
Construction Contingency	% of Const. Cost	4.00%	4.00%	-	-	4.00%	-
Escalation	% of Const. Cost	3.00%	3.00%	-	-	3.00%	-

¹ Construction Cost for the Clinics is derived using Altus 2020 Construction Cost Guide as reference
² Construction Cost for WCRC is derived using Altus 2020 Construction Cost Guide
³ Construction Cost for Clinic Applied is the input which drives the construction cost in the model; it is a weighted average cost of both the Clinics and WCRC construction cost assumptions; this was applied because the Clinics / WCRC building is treated as one construction cost element (split for the operating phase, but combined for the construction phase)
⁴ Construction Cost for the Clinics - Adjustment is a 15% premium for remoteness as per Altus 2019 Construction Cost Guide (for Northern BC)
⁵ Construction Cost for Residential assumption is derived using Altus 2020 Construction Cost Guide
⁶ Construction Cost for Residential – Adjustment is a 15% premium for remoteness as per Altus 2019 Construction Cost Guide (for Northern BC)
⁷ FF&E (Specification and Procurement Mgt) is an additional expense of 12% on the FF&E (Material and Labour)
⁸ Surface Parking Cost is within the \$5-25 per sq. ft. range outlined for Vancouver in the Altus 2020 Construction Cost Guide
⁹ Fit-up is included in Construction Cost assumption

5.5 Construction S-Curve Assumptions

Table 7: Construction S-Curve Assumptions

Assumption	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	Total	
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	
Preconstruction - Commercial	17	17	17	17	17	17														100
Preconstruction - Residential	17	17	17	17	17	17														100
Construction Site Works - Commercial				17	17	17	17	17	17											100
Construction Site Works - Residential				17	17	17	17	17	17											100
Construction Building - Commercial										11	11	11	11	11	11	11	11	11	11	100
Construction Building - Residential										11	11	11	11	11	11	11	11	11	11	100
Fit-up (included in Construction Cost)															25	25	25	25	25	100
FF&E - Commercial only															25	25	25	25	25	100

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5.6 Operation Cost Assumptions

Table 8: Operation Assumptions

Assumption	Unit	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
		District Develops New Site, Owns and Operates	District Redevelops Existing Site, Owns and Operates	District Leases, Private Develops New Site, Owns and Operates	District Leases, Private Redevelops Existing Site, Owns and Operates	District Leases, Private Redevelops Existing Site, Owns and Operates	District Leases, Private Upgrades Existing Building, Owns and Operates
Clinics Space	Sq. Ft.						
WCRC (#1-4) / Retail Store (#5-6) Space	Sq. Ft.	Assumed full occupancy from Operation Month 1 and no letting up period or lease incentives					
Residential Unit Space	Sq. Ft.						
No. of Parking Spaces Leased – Clinics ¹	#Num	28	28	28	28	-	-
No. of Parking Spaces Leased – WCRC ¹	#Num	14	14	14	14	-	-
No. of Parking Spaces Leased – Residential ¹	#Num	4	4	4	4	-	-
Rental Income – Public Clinic ²	CAD per Sq. Ft. p.a.	31.63	31.63	-	-	31.63	-
Parking Expense Paid – Public Clinic	CAD per Space p.p.	-	-	-	-	-	-
Rental Income – Private Clinic ²	CAD per Sq. Ft. p.a.	31.63	31.63	-	-	31.63	-
Parking Income – Private Clinic	CAD per Space p.p.	-	-	-	-	-	-
Rental Income – WCRC ³ (#1-4) / Retail Store (#5-6)	CAD per Sq. Ft. p.a.	-	-	-	-	31.63	-
Parking Income – WCRC (#1-4) / Retail Store (#5-6)	CAD per Space p.p.	-	-	-	-	-	-
Rental Income – Residential ⁴	CAD per Sq. Ft. p.p.	2.31	2.31	-	-	-	-
Parking Income – Residential	CAD per Space p.p.	-	-	-	-	-	-
Rental Expense – Public Clinic (net lease rate)	CAD per Sq. Ft. p.a.	-	-	-	-	-	15.00
Parking Expense Paid – Public Clinic ⁵	CAD per Sq. Ft. p.a.	0.08	0.08	-	-	0.08	0.10
Insurance – Public Clinic	CAD per Sq. Ft. p.a.	0.79	0.79	-	-	0.79	0.79
Repair & Maintenance – Public Clinic	CAD per Sq. Ft. p.a.	2.10	2.10	-	-	2.10	2.10
Utilities – Public Clinic	CAD per Sq. Ft. p.a.	4.19	4.19	-	-	4.19	4.19
Management Fee – Public Clinic ⁶	CAD per Sq. Ft. p.a.	0.55	0.55	-	-	0.55	0.55
Property Tax – Public Clinic	CAD per Sq. Ft. p.a.	0.03	0.03	-	-	0.05	0.71
Rental Expense – Private Clinic	CAD per Sq. Ft. p.a.	-	-	-	-	-	15.00
Parking Expense Paid – Private Clinic ⁵	CAD per Sq. Ft. p.a.	0.08	0.08	-	-	0.08	0.10
Insurance – Private Clinic	CAD per Sq. Ft. p.a.	0.79	0.79	-	-	0.79	0.79
Repair & Maintenance – Private Clinic	CAD per Sq. Ft. p.a.	2.10	2.10	-	-	2.10	2.10
Utilities – Private Clinic	CAD per Sq. Ft. p.a.	4.19	4.19	-	-	4.19	4.19
Management Fee – Private Clinic ⁶	CAD per Sq. Ft. p.a.	0.55	0.55	-	-	0.55	0.55
Property Tax – Private Clinic	CAD per Sq. Ft. p.a.	0.07	0.07	-	-	0.10	0.32
Rental Expense – WCRC (#1-4) / Retail Store (#5-6)	CAD per Sq. Ft. p.a.	-	-	15.00	15.00	-	-
Parking Expense Paid – WCRC ⁵ (#1-4) / Retail Store (#5-6)	CAD per Sq. Ft. p.a.	0.08	0.08	0.10	0.10	0.08	-
Insurance – WCRC (#1-4) / Retail Store (#5-6)	CAD per Sq. Ft. p.a.	0.79	0.79	0.79	0.79	0.79	-
Repair & Maintenance – WCRC (#1-4) / Retail Store (#5-6)	CAD per Sq. Ft. p.a.	2.10	2.10	2.10	2.10	2.10	-

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Assumption	Unit	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
		District Develops New Site, Owns and Operates	District Redevelops Existing Site, Owns and Operates	District Leases, Private Develops New Site, Owns and Operates	District Leases, Private Redevelops Existing Site, Owns and Operates	District Leases, Private Redevelops Existing Site, Owns and Operates	District Leases, Private Upgrades Existing Building, Owns and Operates
Utilities – WCRC (#1-4) / Retail Store (#5-6)	CAD per Sq. Ft. p.a.	4.19	4.19	4.19	4.19	4.19	-
Management Fee – WCRC ⁶ (#1-4) / Retail Store (#5-6)	CAD per Sq. Ft. p.a.	0.55	0.55	0.55	0.55	0.55	-
Property Tax – WCRC (#1-4) / Retail Store (#5-6)	CAD per Sq. Ft. p.a.	-	-	1.20	1.13	0.31	-
Rental Expense – Residential	CAD per Sq. Ft. p.a.	-	-	-	-	-	-
Parking Expense Paid – Residential ⁵	CAD per Sq. Ft. p.a.	0.08	0.08	-	-	-	-
Insurance – Residential	CAD per Sq. Ft. p.a.	0.79	0.79	-	-	-	-
Repair & Maintenance – Residential	CAD per Sq. Ft. p.a.	2.10	2.10	-	-	-	-
Utilities – Residential	CAD per Sq. Ft. p.a.	4.19	4.19	-	-	-	-
Management Fee – Residential ⁶	CAD per Sq. Ft. p.a.	0.55	0.55	-	-	-	-
Property Tax – Residential	CAD per Sq. Ft. p.a.	0.18	0.18	-	-	-	-
Cost Premium for Clinic Space ⁷	%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
Estimated Property Value (based on Construction Cost)	CAD	13,997,168	13,156,883	13,997,168	13,156,883	2,000,000	2,000,000
Estimated Land Value	CAD	550,000	550,000	550,000	550,000	-	-
Estimated Property and Land Assessed Value	CAD	14,547,168	13,706,883	14,547,168	13,706,883	2,000,000	2,000,000
Property Tax Rate - Commercial	% p.a.	1.34%	1.34%	1.34%	1.34%	1.34%	1.34%
Property Tax Rate - Residential	% p.a.	0.41%	0.41%	0.41%	0.41%	0.41%	0.41%
Commercial Area as a % of Total	%	0.76	0.76	0.76	0.76	1.00	1.00
Residential Area as a % of Total	%	0.24	0.24	0.24	0.24	-	-
Estimated Property Tax - Commercial	CAD p.a.	147,720	139,187	147,720	139,187	26,800	26,800
Estimated Property Tax - Residential	CAD p.a.	14,445	13,611	14,445	13,611	-	-
Estimated Property Tax - Commercial	CAD per Sq. Ft. p.a.	4.85	4.57	4.85	4.57	1.04	1.04
Estimated Property Tax - Residential	CAD per Sq. Ft. p.a.	2.32	2.19	2.32	2.19	-	-
Capital Maintenance Reserve Rate – Commercial	% Capital Cost p.a.	0.15%	0.15%	-	-	0.30%	-
Capital Maintenance Reserve Rate – Residential	% Capital Cost p.a.	0.15%	0.15%	-	-	-	-

¹ Parking Spaces are assumed to be fully occupied from Operational Month 1

² Rental Income for the Clinics is assumed to be an average \$24 per sq. ft. per annum as per the current Medical Services Lease Rates for comparable properties in Nanaimo, BC and as identified in the Colliers International Consulting Real Estate Market Assessment Report; this rate is a net lease rate and has been grossed up to \$31.63 per sq. ft. to recover operating expenses charged to the District (insurance, repairs and maintenance, utilities, management fee and property taxes)

³ Rental Income for WCRC is assumed to be \$0 per sq. ft. per annum

⁴ Rental Income for Residential is assumed to be \$1.67 per sq. ft. per period which is based on the average market asking rent for comparable properties in Nanaimo as per Rentboard.ca; this rate is assumed to be a net lease rate and has been grossed up to \$2.31 per sq. ft. to recover operating expenses charged to the Residential Tenants (insurance, repairs and maintenance, utilities, management fee and property tax)

⁵ Parking Expense Paid is a charge assumed for snow clearing

⁶ Management Fee is shared between the Clinics, WCRC and Residential

⁷ A cost premium of 20% is assumed for the Clinics' expenses (insurance, repairs and maintenance, utilities and management fee)

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6.0 Results

6.1 Summary Results

Summary results of the financial modelling assessment are presented below in Tables 9 and 10. Detailed results by scenario are presented further below in Tables 11 to 17.

Table 9: Summary of Results - Project Net Present Value (Ungeared)

No.	Scenario	Project NPV @ 4.0% (Base Case)
		CAD
1	District Develops New Site, Owns and Operates	(9,985,566)
2	District Redevelops Existing Site, Owns and Operates	(9,118,429)
3	District Leases, Private Develops New Site, Owns and Operates	(2,147,686)
4	District Leases, Private Redevelops Existing Site, Owns and Operates	(2,144,325)
5	District Upgrades Existing Building, Owns and Operates	(1,277,042)
6	District Leases, Private Upgrades Existing Building, Owns and Operates	(2,482,128)

Base Case scenario results are presented as the Project NPV with a 4.0% discount rate assumption and excluding debt service assumptions (ungeared).

6.1.1 Scenario 1 District Develops New Site, Owns and Operates

- Weakest Project NPV (-\$9.99m).
- Highest Capital Cost due to the Site Servicing Cost of \$1.04m; this amount could potentially double in size depending on the terrain and / or if services need to be brought in from where existing services terminate (a risk).
- Net Operating Income is derived (\$230k in Operating Year 2) from Public / Private clinics and Residential tenants.
- Cash Flow Available for Debt Service is positive (\$210k in Operating Year 2).
- The Debt Service charge is high (\$692k) due to the high Capital Cost of the project (\$14.1m) and high Debt Gearing Ratio assumption (80% debt, 20% equity); this resulted in negative Net Cash Flow. A sensitivity analysis conducted on the Debt Gearing Ratio using a Minimum Debt Service Coverage Ratio of 1.20x indicated that only 19.63% of debt is affordable by the project.

6.1.2 Scenario 2 District Redevelops Existing Site, Owns and Operates

- Scenario 2 is almost identical to Scenario 1 of a slightly lower Capital Cost which means an equally lower Capital Maintenance Reserve Account Funding cost (calculated as a percentage of the construction cost), higher Cash Flow Available for Debt Service and thus a slightly higher Project NPV than Scenario 1 (-\$9.12m).
- Capital Cost is lower than Scenario 1 because the site is already serviced and there is no requirement for site servicing.

- Net Operating Income is derived (\$230k in Operating Year 2) from Public / Private clinics and Residential tenants, as in Scenario 1.
- Cash Flow Available for Debt Service is positive (\$211k in Operating Year 2), as in Scenario 1.
- The Debt Service charge is high (\$650k) due to the high Capital Cost of the project (\$13.2m) and high Debt Gearing Ratio assumption (80% debt, 20% equity); this resulted in negative Net Cash Flow. A sensitivity analysis conducted on the Debt Gearing Ratio using a Minimum Debt Service Coverage Ratio of 1.20x indicated that only 21.01% of debt is affordable by the project.

Both Scenarios 1 and 2 represent costly ownership options as demonstrated by the low Project NPV results (net present value of the discounted future cash flows for the project). However, there are also important qualitative considerations which may impact an investment decision like ability to ensure continuity of services in the future and effective real estate management (an ownership option free from the challenges of lack of control and uncertainty posed by lease agreements bodes well for continuity and property management).

- **Ability to ensure continuity of services in the future:** One of the critical shortcomings of a lease option is uncertainty over renewal of the lease agreement and the possibility of maintaining the same favourable lease terms upon renewal. An ownership option does not have challenges relating to uncertainty; there is an ability to ensure continuity of services in the future effectively.
- **Effective real estate management:** Effective real estate management of a facility is key to the efficient delivery of services (including cleaning, repairs and maintenance, modifications, additions, subletting, etc.). The ability to provide effective real estate management is dependent upon the level of control the user has over the premises. In a lease scenario, the level of freedom or control a user has is defined and limited by the lease agreement. One of the critical shortcomings of a lease option is uncertainty over renewal of the lease agreement and the possibility of maintaining the same favourable lease terms upon renewal. An ownership option does not have these challenges and therefore uncertainty is minimal. The user has complete control over the facility and can plan the use of the space whichever way he or she chooses for an indefinite period. A user is not limited by the management decisions of other external entities and would be capable of managing the facility most effectively.

6.1.3 Scenario 3 District Leases, Private Develops New Site, Owns and Operates

- Project NPV (-\$2.15m) is substantially higher than Scenarios 1 and 2 due to the low Capital Cost (FF&E only) and a minimal Operating Expense (WCRC rent only).
- Capital Cost is low given this is a leasing scenario with a Private Developer building, owning and operating the facility; only expenditure is \$1.01m of Furniture, Fixtures and Equipment.
- The Operating Expense is \$65.8k in Operation Year 2 which is the rent paid by the District for the WCRC space.

6.1.4 Scenario 4 District Leases, Private Redevelops Existing Site, Owns and Operates

- Project NPV (-\$2.14m) is almost identical to Scenario 3 and again substantially higher than Scenarios 1 and 2; the District leases space for the WCRC only and the rental charge is equivalent to Scenario 3, regardless of whether site servicing is required or not.
- Capital Cost is low given this is a leasing scenario, as in Scenario 3.

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- The Operating Expense (\$65.6k in Operation Year 2) is slightly less than Scenario 3 because the property tax charge is based on a property value calculated using a lower Building Construction Cost (site had existing services and therefore a lower Capital Cost).

Scenarios 3 and 4 represent more affordable leasing options (versus ownership options) that provide value for money as demonstrated by the higher Project NPV results. Again, however, there are qualitative limitations associated with leasing options that need to be balanced against the affordability upside: in a leasing scenario, there is a limited level of freedom or control as defined by the lease agreement which impacts the ability to provide effective real estate management and to ensure continuity of services in the future.

6.1.5 Scenario 5 District Upgrades Existing Building, Owns and Operates

- Project NPV (-\$1.28m) is the highest amongst all development and leasing scenarios.
- Capital Cost (\$4.26m) is for an upgrade of an existing facility which in this case is smaller than the facility proposed in Scenarios 1 to 4 and thereby lower in the construction cost estimate.
- The facility does not have space for the WCRC or Residential which weakens its Net Operating Income (\$165k in Operation Year 2) when compared to the larger facility in Scenarios 1 and 2 (\$230k).
- Scenario 5 appears to offer value for money; however, the assumption of \$1.0m (or \$79 per sq. ft. before a premium for remoteness) allocated for upgrading the existing facility to a medical grade facility is considerably lower than the average construction cost for a new medical clinic (\$435 per sq. ft.). Medical clinic construction rates are higher than non-medical rates due to specific healthcare building requirements, and the assumption of \$79 per sq. ft. may be too low.
- There is also a qualitative limitation to consider in physical area: Scenario 5 is limited in space and will not allow WCRC or Residential components.
- Scenario 5 is an interesting option given it is an affordable ownership scenario with a strong Project NPV result but cautiously requires further investigation to ascertain the true cost of upgrading an existing building to a medical grade facility.

6.1.6 Scenario 6 District Leases, Private Upgrades Existing Building, Owns and Operates

- Project NPV (-\$2.48m) is the weakest of the three leasing scenarios; however this scenario cannot be compared to the others given the District has no involvement – the result only provides an indication of operating cost for the Public Clinic and Private Practice.
- There is no Capital Cost for the District; FF&E has been excluded because the District would require compensation for the expenditure from the Public Clinic and Private Practice.
- The Operating Expense for the Public Clinic and Private Practice is \$132k in Operation Year 2. There are no WCRC or Residential components.
- Scenario 6 has no financial impact to the District and should be excluded given the analysis is a comparison of options from the District's perspective; the information and result is provided for statistical reference only.

Table 10: Results – Summary of Results – Construction and Operating Periods

No.	Scenario	Project NPV @ 4.0% (ungeared) 26.5 years	Total Capital Cost	Initial Equity	Construction Debt	Additional Equity (Interest and Fees Refinanced)
		CAD	CAD	CAD	CAD	CAD
1	District Develops New Site, Owns and Operates	(9,985,566)	(14,093,468)	2,799,434	11,197,734	96,300
2	District Redevelops Existing Site, Owns and Operates	(9,118,429)	(13,239,416)	2,631,377	10,525,507	82,532
3	District Leases, Private Develops New Site, Owns and Operates	(2,147,686)	(1,010,418)	201,600	806,400	2,418
4	District Leases, Private Redevelops Existing Site, Owns and Operates	(2,144,325)	(1,010,418)	201,600	806,400	2,418
5	District Upgrades Existing Building, Owns and Operates	(1,277,042)	(4,261,756)	841,600	3,366,400	53,756
6	District Leases, Private Upgrades Existing Building, Owns and Operates	(2,482,128)	-	-	-	-

No.	Scenario	Operating Expense	Operating Income	Net Operating Income	Capital Maintenance Reserve Account Funding	Cash Flow Available For Debt Service	Debt Service	Net Cash Flow
		Operation Year 2 (CAD)						
1	District Develops New Site, Owns and Operates	(130,401)	360,776	230,375	(20,171)	210,204	(691,659)	(481,455)
2	District Redevelops Existing Site, Owns and Operates	(130,401)	360,776	230,375	(18,910)	211,464	(649,648)	(438,184)
3	District Leases, Private Develops New Site, Owns and Operates	(65,769)	-	(65,769)	-	(65,769)	(49,533)	(115,302)
4	District Leases, Private Redevelops Existing Site, Owns and Operates	(65,583)	-	(65,583)	-	(65,583)	(49,533)	(115,116)
5	District Upgrades Existing Building, Owns and Operates	(69,703)	235,064	165,362	(6,624)	158,738	(209,454)	(50,717)
6	District Leases, Private Upgrades Existing Building, Owns and Operates	(132,086)	-	(132,086)	-	(132,086)	-	(132,086)

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6.2 Detailed Results

Table 11: Detailed Results by Scenario

Assumption (Operation Year 2)	Unit	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
		District Develops New Site, Owns and Operates	District Redevelops Existing Site, Owns and Operates	District Leases, Private Develops New Site, Owns and Operates	District Leases, Private Redevelops Existing Site, Owns and Operates	District Leases, Private Redevelops Existing Site, Owns and Operates	District Leases, Private Upgrades Existing Building, Owns and Operates
Construction Phase							
Total Construction Costs - Commercial	CAD	10,321,037	9,655,542	-	-	1,200,000	-
Total Construction Costs - Residential	CAD	2,118,131	1,943,341	-	-	-	-
Fit-up (included in construction cost)	CAD	-	-	-	-	-	-
FF&E - Commercial only	CAD	1,008,000	1,008,000	1,008,000	1,008,000	1,008,000	-
Construction Interest	CAD	85,103	72,007	1,611	1,611	50,389	-
Financing Fees	CAD	11,198	10,526	806	806	3,366	-
Total Construction Costs	CAD	14,093,468	13,239,416	1,010,418	1,010,418	4,261,756	-
Funding							
Equity Contributions (Initial Equity)	CAD	2,799,434	2,631,377	201,600	201,600	841,600	-
Construction Drawdowns (Loan)	CAD	11,197,734	10,525,507	806,400	806,400	3,366,400	-
Construction Interest and Financing Fees Capitalized (Loan)	CAD	96,300	82,532	2,418	2,418	53,756	-
Total Funding	CAD	14,093,468	13,239,416	1,010,418	1,010,418	4,261,756	-
Permanent Loan (Refinanced from Construction in Op Y1)	CAD	11,294,034	10,608,039	808,818	808,818	3,420,156	-
Operation Phase (Year 2)							
Revenue - Public Clinic	CAD	177,055	177,055	-	-	113,176	-
Revenue - Private Clinic	CAD	81,236	81,236	-	-	51,345	-
Revenue - WCRC (#1-4) Retail Store (#5-6)	CAD	-	-	-	-	70,544	-
Revenue - Residential	CAD	102,485	102,485	-	-	-	-
Total Revenue	CAD	360,776	360,776	-	-	235,064	-
Expense - Public Clinic	CAD	(52,892)	(52,892)	-	-	(34,272)	(90,666)
Expense - Private Clinic	CAD	(25,158)	(25,158)	-	-	(16,376)	(41,420)
Expense - WCRC (#1-4) Retail Store (#5-6)	CAD	(21,944)	(21,944)	(65,769)	(65,583)	(19,055)	-
Expense - Residential	CAD	(30,407)	(30,407)	-	-	-	-
Total Expense	CAD	(130,401)	(130,401)	(65,769)	(65,583)	(69,703)	(132,086)
Net Operating Income - Public Clinic	CAD	124,163	124,163	-	-	78,904	(90,666)
Net Operating Income - Private Clinic	CAD	56,077	56,077	-	-	34,969	(41,420)
Net Operating Income - WCRC / Retail Store	CAD	(21,944)	(21,944)	(65,769)	(65,583)	51,488	-
Net Operating Income - Residential	CAD	72,078	72,078	-	-	-	-
Total Net Operating Income	CAD	230,375	230,375	(65,769)	(65,583)	165,362	(132,086)
Capital Maint. Reserve - Commercial	CAD	(16,994)	(15,995)	-	-	(6,624)	-
Capital Maint. Reserve - Residential	CAD	(3,177)	(2,915)	-	-	-	-
Cash Flow Available For Debt Service	CAD	210,204	211,464	(65,769)	(65,583)	158,738	(132,086)
Debt Service	CAD	(691,659)	(649,648)	(49,533)	(49,533)	(209,454)	-

Assumption (Operation Year 2)	Unit	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
		District Develops New Site, Owns and Operates	District Redevelops Existing Site, Owns and Operates	District Leases, Private Develops New Site, Owns and Operates	District Leases, Private Redevelops Existing Site, Owns and Operates	District Leases, Private Redevelops Existing Site, Owns and Operates	District Leases, Private Upgrades Existing Building, Owns and Operates
Net Cash Flow	CAD	(481,455)	(438,184)	(115,302)	(115,116)	(50,717)	(132,086)
Project Return							
NPV (ungeared)	CAD	(9,985,566)	(9,118,429)	(2,147,686)	(2,144,325)	(1,277,042)	(2,482,128)
NPV (geared)	%	(20,349,004)	(18,852,396)	(2,889,859)	(2,886,499)	(4,415,386)	(2,482,128)
Gross Building Area	Sq. Ft.	19,310	19,310	19,310	19,310	10,000	10,000
Net Operating Income per Sq. Ft.	CAD	11.93	11.93	(3.41)	(3.40)	16.54	(13.21)
Total Development Cost per Sq. Ft.	CAD	729.84	685.61	52.32	52.32	426.18	-
Return on Cost (NOI / Total Development Cost)	%	1.63%	1.74%	(6.51%)	(6.49%)	3.88%	-
Min DSCR (Target >1.20)	#Num	0.2925	0.3134	(2.1153)	(2.1093)	0.7307	-

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Table 12 Cash Flow Scenario 1 - City Develops New Site, Owns and Operates

Assumption	Unit	Total 2021 to 2047	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Construction Phase												
Total Construction Costs - Commercial	CAD m	(10.32)	(5.16)	(5.16)	-	-	-	-	-	-	-	-
Total Construction Costs - Residential	CAD m	(2.12)	(1.04)	(1.08)	-	-	-	-	-	-	-	-
Fit-up (included in construction cost)	CAD m	(1.01)	-	(1.01)	-	-	-	-	-	-	-	-
FF&E - Commercial only	CAD m	-	-	-	-	-	-	-	-	-	-	-
Construction Interest	CAD m	(0.09)	(0.01)	(0.07)	-	-	-	-	-	-	-	-
Financing Fees	CAD m	(0.01)	(0.01)	-	-	-	-	-	-	-	-	-
Total Construction Costs	CAD m	(14.09)	(6.78)	(7.32)	-	-	-	-	-	-	-	-
Funding	CAD m	-	-	-	-	-	-	-	-	-	-	-
Equity Contributions (Initial Equity)	CAD m	2.80	2.80	-	-	-	-	-	-	-	-	-
Construction Drawdowns (Loan)	CAD m	11.20	3.98	7.22	-	-	-	-	-	-	-	-
Construction Interest and Financing Fees Capitalized (Loan)	CAD m	0.10	-	0.10	-	-	-	-	-	-	-	-
Total Funding	CAD m	14.09	6.78	7.32	-	-	-	-	-	-	-	-
Permanent Loan (Refinanced from Construction in Op Y1)	CAD m	(11.29)	-	(0.14)	(0.29)	(0.30)	(0.31)	(0.32)	(0.33)	(0.34)	(0.36)	(0.37)
Operation Phase (Year 2)												
Revenue - Public Clinic	CAD m	5.35	-	0.09	0.18	0.18	0.18	0.19	0.19	0.19	0.20	0.20
Revenue - Private Clinic	CAD m	2.55	-	0.04	0.08	0.08	0.08	0.09	0.09	0.09	0.09	0.09
Revenue - WCRC	CAD m	-	-	-	-	-	-	-	-	-	-	-
Revenue - Residential	CAD m	3.22	-	0.05	0.10	0.10	0.11	0.11	0.11	0.11	0.11	0.12
Total Revenue	CAD m	11.12	-	0.18	0.36	0.36	0.37	0.38	0.39	0.39	0.40	0.41
Expense - Public Clinic	CAD m	(1.60)	-	(0.03)	(0.05)	(0.05)	(0.05)	(0.06)	(0.06)	(0.06)	(0.06)	(0.06)
Expense - Private Clinic	CAD m	(0.79)	-	(0.01)	(0.02)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)
Expense - WCRC	CAD m	(0.69)	-	(0.01)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)
Expense - Residential	CAD m	(0.96)	-	(0.01)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)
Total Expense	CAD m	(4.03)	-	(0.06)	(0.13)	(0.13)	(0.13)	(0.14)	(0.14)	(0.14)	(0.15)	(0.15)
Net Operating Income - Public Clinic	CAD m	3.75	-	0.06	0.12	0.13	0.13	0.13	0.14	0.14	0.14	0.14
Net Operating Income - Private Clinic	CAD m	1.76	-	0.03	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06
Net Operating Income - WCRC	CAD m	(0.69)	-	(0.01)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)
Net Operating Income - Residential	CAD m	2.26	-	0.04	0.07	0.07	0.07	0.08	0.08	0.08	0.08	0.08
Total Net Operating Income	CAD m	7.08	-	0.11	0.23	0.23	0.24	0.24	0.25	0.25	0.26	0.26
Capital Maintenance Reserve - Commercial	CAD m	(0.42)	-	(0.01)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)
Capital Maintenance Reserve - Residential	CAD m	(0.08)	-	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Cash Flow Available For Debt Service	CAD m	6.58	-	0.10	0.21	0.21	0.22	0.22	0.23	0.23	0.24	0.24
Debt Service	CAD m	(17.28)	-	(0.35)	(0.69)	(0.69)	(0.69)	(0.69)	(0.69)	(0.69)	(0.69)	(0.69)
Net Cash Flow	CAD m	(10.70)	-	(0.24)	(0.48)	(0.48)	(0.47)	(0.47)	(0.46)	(0.46)	(0.45)	(0.45)
Cash Balance Closing	CAD m	-	(0.24)	(0.73)	(1.21)	(1.68)	(2.15)	(2.61)	(3.07)	(3.53)	(3.98)	-

Table 13 Cash Flow Scenario 2 - City Redevelops Existing Site, Owns and Operates

Assumption	Unit	Total 2021 to 2047	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Construction Phase												
Total Construction Costs - Commercial	CAD m	(9.66)	(4.49)	(5.16)	-	-	-	-	-	-	-	-
Total Construction Costs - Residential	CAD m	(1.94)	(0.87)	(1.08)	-	-	-	-	-	-	-	-
Fit-up (included in construction cost)	CAD m	(1.01)	-	(1.01)	-	-	-	-	-	-	-	-
FF&E - Commercial only	CAD m	-	-	-	-	-	-	-	-	-	-	-
Construction Interest	CAD m	(0.07)	(0.01)	(0.07)	-	-	-	-	-	-	-	-
Financing Fees	CAD m	(0.01)	(0.01)	-	-	-	-	-	-	-	-	-
Total Construction Costs	CAD m	(13.24)	(5.93)	(7.31)	-	-	-	-	-	-	-	-
Funding	CAD m	-	-	-	-	-	-	-	-	-	-	-
Equity Contributions (Initial Equity)	CAD m	2.63	2.63	-	-	-	-	-	-	-	-	-
Construction Drawdowns (Loan)	CAD m	10.53	3.30	7.23	-	-	-	-	-	-	-	-
Construction Interest and Financing Fees Capitalized (Loan)	CAD m	0.08	-	0.08	-	-	-	-	-	-	-	-
Total Funding	CAD m	13.24	5.93	7.31	-	-	-	-	-	-	-	-
Permanent Loan (Refinanced from Construction in Op Y1)	CAD m	(10.61)	-	(0.13)	(0.27)	(0.28)	(0.29)	(0.30)	(0.31)	(0.32)	(0.34)	(0.35)
Operation Phase (Year 2)												
Revenue - Public Clinic	CAD m	5.35	-	0.09	0.18	0.18	0.18	0.19	0.19	0.19	0.20	0.20
Revenue - Private Clinic	CAD m	2.55	-	0.04	0.08	0.08	0.08	0.09	0.09	0.09	0.09	0.09
Revenue - WCRC	CAD m	-	-	-	-	-	-	-	-	-	-	-
Revenue - Residential	CAD m	3.22	-	0.05	0.10	0.10	0.11	0.11	0.11	0.11	0.11	0.12
Total Revenue	CAD m	11.12	-	0.18	0.36	0.36	0.37	0.38	0.39	0.39	0.40	0.41
Expense - Public Clinic	CAD m	(1.60)	-	(0.03)	(0.05)	(0.05)	(0.05)	(0.06)	(0.06)	(0.06)	(0.06)	(0.06)
Expense - Private Clinic	CAD m	(0.79)	-	(0.01)	(0.02)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)
Expense - WCRC	CAD m	(0.69)	-	(0.01)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)
Expense - Residential	CAD m	(0.96)	-	(0.01)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)
Total Expense	CAD m	(4.03)	-	(0.06)	(0.13)	(0.13)	(0.13)	(0.14)	(0.14)	(0.14)	(0.15)	(0.15)
Net Operating Income - Public Clinic	CAD m	3.75	-	0.06	0.12	0.13	0.13	0.13	0.14	0.14	0.14	0.14
Net Operating Income - Private Clinic	CAD m	1.76	-	0.03	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06
Net Operating Income - WCRC	CAD m	(0.69)	-	(0.01)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)
Net Operating Income - Residential	CAD m	2.26	-	0.04	0.07	0.07	0.07	0.08	0.08	0.08	0.08	0.08
Total Net Operating Income	CAD m	7.08	-	0.11	0.23	0.23	0.24	0.24	0.25	0.25	0.26	0.26
Capital Maintenance Reserve - Commercial	CAD m	(0.40)	-	(0.01)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)
Capital Maintenance Reserve - Residential	CAD m	(0.07)	-	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Cash Flow Available For Debt Service	CAD m	6.61	-	0.10	0.21	0.21	0.22	0.22	0.23	0.23	0.24	0.24
Debt Service	CAD m	(16.23)	-	(0.33)	(0.65)	(0.65)	(0.65)	(0.65)	(0.65)	(0.65)	(0.65)	(0.65)
Net Cash Flow	CAD m	(9.62)	-	(0.22)	(0.44)	(0.44)	(0.43)	(0.43)	(0.42)	(0.42)	(0.41)	(0.41)
Cash Balance Closing	CAD m	-	(0.22)	(0.66)	(1.10)	(1.53)	(1.95)	(2.38)	(2.79)	(3.20)	(3.61)	-

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Table 14 Cash Flow - Scenario 3 City Leases, Private Develops New Site, Owns and Operates

Assumption	Unit	Total 2021 to 2047	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Construction Phase												
Total Construction Costs - Commercial	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Construction Costs - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Fit-up (included in construction cost)	CAD m	(1.01)	-	(1.01)	-	-	-	-	-	-	-	-
FF&E - Commercial only	CAD m	-	-	-	-	-	-	-	-	-	-	-
Construction Interest	CAD m	(0.00)	-	(0.00)	-	-	-	-	-	-	-	-
Financing Fees	CAD m	(0.00)	(0.00)	-	-	-	-	-	-	-	-	-
Total Construction Costs	CAD m	(1.01)	(0.00)	(1.01)	-	-	-	-	-	-	-	-
Funding	CAD m	-	-	-	-	-	-	-	-	-	-	-
Equity Contributions (Initial Equity)	CAD m	0.20	0.00	0.20	-	-	-	-	-	-	-	-
Construction Drawdowns (Loan)	CAD m	0.81	-	0.81	-	-	-	-	-	-	-	-
Construction Interest and Financing Fees Capitalized (Loan)	CAD m	0.00	-	0.00	-	-	-	-	-	-	-	-
Total Funding	CAD m	1.01	0.00	1.01	-	-	-	-	-	-	-	-
Permanent Loan (Refinanced from Construction in Op Y1)	CAD m	(0.81)	-	(0.01)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.03)	(0.03)
Operation Phase (Year 2)												
Revenue - Public Clinic	CAD m	-	-	-	-	-	-	-	-	-	-	-
Revenue - Private Clinic	CAD m	-	-	-	-	-	-	-	-	-	-	-
Revenue - WCRC	CAD m	-	-	-	-	-	-	-	-	-	-	-
Revenue - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	CAD m	-	-	-	-	-	-	-	-	-	-	-
Expense - Public Clinic	CAD m	-	-	-	-	-	-	-	-	-	-	-
Expense - Private Clinic	CAD m	-	-	-	-	-	-	-	-	-	-	-
Expense - WCRC	CAD m	(2.07)	-	(0.03)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)
Expense - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Expense	CAD m	(2.07)	-	(0.03)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)
Net Operating Income - Public Clinic	CAD m	-	-	-	-	-	-	-	-	-	-	-
Net Operating Income - Private Clinic	CAD m	-	-	-	-	-	-	-	-	-	-	-
Net Operating Income - WCRC	CAD m	(2.07)	-	(0.03)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)
Net Operating Income - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Net Operating Income	CAD m	(2.07)	-	(0.03)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)
Capital Maintenance Reserve - Commercial	CAD m	-	-	-	-	-	-	-	-	-	-	-
Capital Maintenance Reserve - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Cash Flow Available For Debt Service	CAD m	(2.07)	-	(0.03)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)
Debt Service	CAD m	(1.24)	-	(0.02)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
Net Cash Flow	CAD m	(3.30)	-	(0.06)	(0.11)	(0.12)	(0.12)	(0.12)	(0.12)	(0.12)	(0.12)	(0.12)
Cash Balance Closing	CAD m	-	(0.06)	(0.17)	(0.29)	(0.40)	(0.52)	(0.64)	(0.76)	(0.89)	(1.01)	-

Table 15 Cash Flow - Scenario 4 City Leases, Private Redevelops Existing Site, Owns and Operates

Assumption	Unit	Total 2021 to 2047	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Construction Phase												
Total Construction Costs - Commercial	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Construction Costs - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Fit-up (included in construction cost)	CAD m	(1.01)	-	(1.01)	-	-	-	-	-	-	-	-
FF&E - Commercial only	CAD m	-	-	-	-	-	-	-	-	-	-	-
Construction Interest	CAD m	(0.00)	-	(0.00)	-	-	-	-	-	-	-	-
Financing Fees	CAD m	(0.00)	(0.00)	-	-	-	-	-	-	-	-	-
Total Construction Costs	CAD m	(1.01)	(0.00)	(1.01)	-	-	-	-	-	-	-	-
Funding	CAD m	-	-	-	-	-	-	-	-	-	-	-
Equity Contributions (Initial Equity)	CAD m	0.20	0.00	0.20	-	-	-	-	-	-	-	-
Construction Drawdowns (Loan)	CAD m	0.81	-	0.81	-	-	-	-	-	-	-	-
Construction Interest and Financing Fees Capitalized (Loan)	CAD m	0.00	-	0.00	-	-	-	-	-	-	-	-
Total Funding	CAD m	1.01	0.00	1.01	-	-	-	-	-	-	-	-
Permanent Loan (Refinanced from Construction in Op Y1)	CAD m	(0.81)	-	(0.01)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.03)	(0.03)
Operation Phase (Year 2)												
Revenue - Public Clinic	CAD m	-	-	-	-	-	-	-	-	-	-	-
Revenue - Private Clinic	CAD m	-	-	-	-	-	-	-	-	-	-	-
Revenue - WCRC	CAD m	-	-	-	-	-	-	-	-	-	-	-
Revenue - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	CAD m	-	-	-	-	-	-	-	-	-	-	-
Expense - Public Clinic	CAD m	-	-	-	-	-	-	-	-	-	-	-
Expense - Private Clinic	CAD m	-	-	-	-	-	-	-	-	-	-	-
Expense - WCRC	CAD m	(2.06)	-	(0.03)	(0.06)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)
Expense - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Expense	CAD m	(2.06)	-	(0.03)	(0.06)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)
Net Operating Income - Public Clinic	CAD m	-	-	-	-	-	-	-	-	-	-	-
Net Operating Income - Private Clinic	CAD m	-	-	-	-	-	-	-	-	-	-	-
Net Operating Income - WCRC	CAD m	(2.06)	-	(0.03)	(0.06)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)
Net Operating Income - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Net Operating Income	CAD m	(2.06)	-	(0.03)	(0.06)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)
Capital Maintenance Reserve - Commercial	CAD m	-	-	-	-	-	-	-	-	-	-	-
Capital Maintenance Reserve - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Cash Flow Available For Debt Service	CAD m	(2.06)	-	(0.03)	(0.06)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)
Debt Service	CAD m	(1.24)	-	(0.02)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
Net Cash Flow	CAD m	(3.30)	-	(0.06)	(0.11)	(0.12)	(0.12)	(0.12)	(0.12)	(0.12)	(0.12)	(0.12)
Cash Balance Closing	CAD m	-	(0.06)	(0.17)	(0.29)	(0.40)	(0.52)	(0.64)	(0.76)	(0.89)	(1.01)	-

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Table 16 Cash Flow - Scenario 5 District Upgrades Existing Building, Owns and Operates

Assumption	Unit	Total 2021 to 2047	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Construction Phase												
Total Construction Costs - Commercial	CAD m	(1.20)	(0.53)	(0.67)	-	-	-	-	-	-	-	-
Total Construction Costs - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Fit-up (included in construction cost)	CAD m	(1.01)	-	(1.01)	-	-	-	-	-	-	-	-
FF&E - Commercial only	CAD m	-	-	-	-	-	-	-	-	-	-	-
Construction Interest	CAD m	(0.05)	(0.03)	(0.02)	-	-	-	-	-	-	-	-
Financing Fees	CAD m	(0.00)	(0.00)	-	-	-	-	-	-	-	-	-
Total Construction Costs	CAD m	(4.26)	(2.56)	(1.70)	-	-	-	-	-	-	-	-
Funding	CAD m	-	-	-	-	-	-	-	-	-	-	-
Equity Contributions (Initial Equity)	CAD m	0.84	0.84	-	-	-	-	-	-	-	-	-
Construction Drawdowns (Loan)	CAD m	3.37	1.72	1.64	-	-	-	-	-	-	-	-
Construction Interest and Financing Fees Capitalized (Loan)	CAD m	0.05	-	0.05	-	-	-	-	-	-	-	-
Total Funding	CAD m	4.26	2.56	1.70	-	-	-	-	-	-	-	-
Permanent Loan (Refinanced from Construction in Op Y1)	CAD m	(3.42)	-	(0.04)	(0.09)	(0.09)	(0.09)	(0.10)	(0.10)	(0.10)	(0.11)	(0.11)
Operation Phase (Year 2)												
Revenue - Public Clinic	CAD m	3.80	-	0.06	0.11	0.11	0.12	0.12	0.12	0.12	0.13	0.13
Revenue - Private Clinic	CAD m	1.61	-	0.03	0.05	0.05	0.05	0.05	0.06	0.06	0.06	0.06
Revenue - Retail Store	CAD m	2.22	-	0.03	0.07	0.07	0.07	0.07	0.08	0.08	0.08	0.08
Revenue - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	CAD m	7.63	-	0.11	0.23	0.24	0.24	0.25	0.25	0.26	0.26	0.27
Expense - Public Clinic	CAD m	(1.15)	-	(0.02)	(0.03)	(0.03)	(0.04)	(0.04)	(0.04)	(0.04)	(0.04)	(0.04)
Expense - Private Clinic	CAD m	(0.51)	-	(0.01)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)
Expense - Retail Store	CAD m	(0.60)	-	(0.01)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)
Expense - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Expense	CAD m	(2.26)	-	(0.03)	(0.07)	(0.07)	(0.07)	(0.07)	(0.07)	(0.08)	(0.08)	(0.08)
Net Operating Income - Public Clinic	CAD m	2.65	-	0.04	0.08	0.08	0.08	0.08	0.08	0.09	0.09	0.09
Net Operating Income - Private Clinic	CAD m	1.10	-	0.02	0.03	0.04	0.04	0.04	0.04	0.04	0.04	0.04
Net Operating Income - Retail Store	CAD m	1.62	-	0.03	0.05	0.05	0.05	0.05	0.06	0.06	0.06	0.06
Net Operating Income - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Net Operating Income	CAD m	5.37	-	0.08	0.16	0.17	0.17	0.17	0.18	0.18	0.18	0.19
Capital Maintenance Reserve - Commercial	CAD m	(0.17)	-	(0.00)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)
Capital Maintenance Reserve - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Cash Flow Available For Debt Service	CAD m	5.20	-	0.08	0.16	0.16	0.16	0.17	0.17	0.17	0.18	0.18
Debt Service	CAD m	(5.23)	-	(0.10)	(0.21)	(0.21)	(0.21)	(0.21)	(0.21)	(0.21)	(0.21)	(0.21)
Net Cash Flow	CAD m	(0.03)	-	(0.03)	(0.05)	(0.05)	(0.05)	(0.04)	(0.04)	(0.04)	(0.03)	(0.03)
Cash Balance Closing	CAD m	-	-	(0.03)	(0.08)	(0.13)	(0.17)	(0.22)	(0.26)	(0.29)	(0.32)	(0.35)

Table 17 Cash Flow - Scenario 6 District Leases, Private Upgrades Existing Building, Owns and Operates

Assumption	Unit	Total 2021 to 2047	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Construction Phase												
Total Construction Costs - Commercial	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Construction Costs - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Fit-up (included in construction cost)	CAD m	-	-	-	-	-	-	-	-	-	-	-
FF&E - Commercial only	CAD m	-	-	-	-	-	-	-	-	-	-	-
Construction Interest	CAD m	-	-	-	-	-	-	-	-	-	-	-
Financing Fees	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Construction Costs	CAD m	-	-	-	-	-	-	-	-	-	-	-
Funding	CAD m	-	-	-	-	-	-	-	-	-	-	-
Equity Contributions (Initial Equity)	CAD m	-	-	-	-	-	-	-	-	-	-	-
Construction Drawdowns (Loan)	CAD m	-	-	-	-	-	-	-	-	-	-	-
Construction Interest and Financing Fees Capitalized (Loan)	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Funding	CAD m	-	-	-	-	-	-	-	-	-	-	-
Permanent Loan (Refinanced from Construction in Op Y1)	CAD m	-	-	-	-	-	-	-	-	-	-	-
Operation Phase (Year 2)												
Revenue - Public Clinic	CAD m	-	-	-	-	-	-	-	-	-	-	-
Revenue - Private Clinic	CAD m	-	-	-	-	-	-	-	-	-	-	-
Revenue - Retail Store	CAD m	-	-	-	-	-	-	-	-	-	-	-
Revenue - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	CAD m	-	-	-	-	-	-	-	-	-	-	-
Expense - Public Clinic	CAD m	(3.04)	-	(0.04)	(0.09)	(0.09)	(0.09)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
Expense - Private Clinic	CAD m	(1.30)	-	(0.02)	(0.04)	(0.04)	(0.04)	(0.04)	(0.04)	(0.05)	(0.05)	(0.05)
Expense - Retail Store	CAD m	-	-	-	-	-	-	-	-	-	-	-
Expense - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Expense	CAD m	(4.34)	-	(0.06)	(0.13)	(0.13)	(0.14)	(0.14)	(0.14)	(0.14)	(0.15)	(0.15)
Net Operating Income - Public Clinic	CAD m	(3.04)	-	(0.04)	(0.09)	(0.09)	(0.09)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
Net Operating Income - Private Clinic	CAD m	(1.30)	-	(0.02)	(0.04)	(0.04)	(0.04)	(0.04)	(0.04)	(0.05)	(0.05)	(0.05)
Net Operating Income - Retail Store	CAD m	-	-	-	-	-	-	-	-	-	-	-
Net Operating Income - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Total Net Operating Income	CAD m	(4.34)	-	(0.06)	(0.13)	(0.13)	(0.14)	(0.14)	(0.14)	(0.14)	(0.15)	(0.15)
Capital Maintenance Reserve - Commercial	CAD m	-	-	-	-	-	-	-	-	-	-	-
Capital Maintenance Reserve - Residential	CAD m	-	-	-	-	-	-	-	-	-	-	-
Cash Flow Available For Debt Service	CAD m	(4.34)	-	(0.06)	(0.13)	(0.13)	(0.14)	(0.14)	(0.14)	(0.14)	(0.15)	(0.15)
Debt Service	CAD m	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow	CAD m	(4.34)	-	(0.06)	(0.13)	(0.13)	(0.14)	(0.14)	(0.14)	(0.14)	(0.15)	(0.15)
Cash Balance Closing	CAD m	-	-	(0.06)	(0.20)	(0.33)	(0.46)	(0.60)	(0.75)	(0.89)	(1.04)	(1.19)

APPENDIX U - FINANCIAL ASSESSMENT

7.0 Findings and Preferred Option

7.1 Key Findings

A summary of the key findings is presented below:

- From a District perspective, Scenario 3 "District Leases, Private Develops New Site, Owns and Operates" and Scenario 4 "District Leases, Private Redevelops Existing Site, Owns and Operates" represent affordable leasing options that offer value for money. These scenarios have a lower financial impact to the District than most ownership options whilst meeting the accommodation requirements of all potential user components.
- However, the District will be limited in the level of freedom or control which is characteristic to leased premises and should balance the affordability upside with qualitative considerations of ownership, namely the ability to provide effective real estate management and to ensure continuity of services in the future.
- Opportunities to mitigate qualitative limitations may enhance the attractiveness of Scenarios 3 and 4. For example, a stronger lease agreement with better terms for compliance, and more control over potential disruptions, tenure and real estate management.
- Scenario 1 "District Develops New Site, Owns and Operates" and Scenario 2 "District Redevelops Existing Site, Owns and Operates" represent costly development and ownership options for the District but importantly provide control and certainty over accommodation. The District should weigh its investment decision against these qualitative considerations.
- Scenario 5 "District Upgrades Existing Building, Owns and Operates" is an interesting affordable ownership option but cautiously requires further investigation to ascertain the true cost of upgrading an existing building to a medical grade facility. Also, the limitation in physical space is a qualitative hurdle which excludes WCRC and Residential components.
- Scenario 6 has no financial impact on the District; the result only provides an indication of operating cost for the Public Clinic and Private Practice.

7.2 Preferred Options

The following scenarios represent options that provide value for money:

- Scenario 3 "District Leases, Private Develops New Site, Owns and Operates"; and,
- Scenario 4 "District Leases, Private Redevelops Existing Site, Owns and Operates".
- Scenario 5 "District Upgrades Existing Building, Owns and Operates" is an interesting affordable ownership option but requires further investigation to ascertain the true cost of upgrading an existing building to a medical grade facility.

APPENDIX V UCLUELET COMMUNITY CENTRE RIPARIAN PLANTINGS INSPECTION REPORT



Suite 310 - 730 View Street
 Victoria, B.C., Canada
 V8W 3Y7
 Phone: (250) 480-7103
 Fax: (250) 480-7141
 E-mail: enkon@enkon.com

Ms. Wendy Bertram-Bolton
 January 3, 2012
 Page 2

ENKON
 ENVIRONMENTAL

January 3, 2012

Our file No.: 1418-001

Western Economic Diversification Canada
 Suite 700 – 333 Seymour Street
 Vancouver, B.C. V6B 5G9

Attention: Wendy Bertrand-Bolton, Senior Business Officer

Dear Ms. Bertrand-Bolton,

**RE: UCLUELET COMMUNITY CENTRE – FINAL SITE INSPECTION
 OF RIPARIAN PLANTINGS, JUNE 2011**

ENKON completed a final site inspection of the Ucluelet Community Centre on June 24, 2011 accompanied by Wanda McAvoy, Parks Project Coordinator. The purpose of the site visit was a follow-up inspection to assess the riparian plantings associated with the development of the site.

Three areas on the site were planted with riparian vegetation as follows:

- Area #1 – Newly manufactured channel located at north end of property (Figure 1)
- Area #2 – Slope located above drainage in northwest corner of property
- Area #3 – Stormwater pond located north of Marine Drive

Plantings include a combination of native shrubs and coniferous and deciduous tree species, as well as live stakes of various willow species and red-osier dogwood. Approximately 40 cm of topsoil have been applied. Topsoil consists of a 50/50 mix of organic marine compost and a loam/sand blend. A layer of mulch has been applied in planting areas in order to retain moisture, minimize the growth of weeds and protect roots from freezing.

Sprinklers have been installed throughout the planting areas to ensure adequate hydration during the dry season.

In the vicinity of riprapped slopes, soil pockets have been installed to accommodate plantings in between rocks.

Based on the June 2011 ENKON finds the riparian planting on the Ucluelet Community Centre site very satisfactory.

In a recent email from Ms. McAvoy she states “*This urban green project for the municipality was well received by the community especially by our Ucluelet pre- and elementary level school youth and their teachers. Interest was also generated among other local groups such as Raincoast Education Society, Central Westcoast Forest Society and the Teen Program at the community centre. I invited the GR 6/7 Science class to engage in a stewardship program and they embraced the opportunity. The students presented their own five year contract to become active stewards and to take pride in this new ecosystem and treed landscape. The younger children also were enthusiastic planters. We hope that this native planting project will continue to impact and achieve the goals of the environmental, social and economic sustainability that a healthy urban forest offers.*

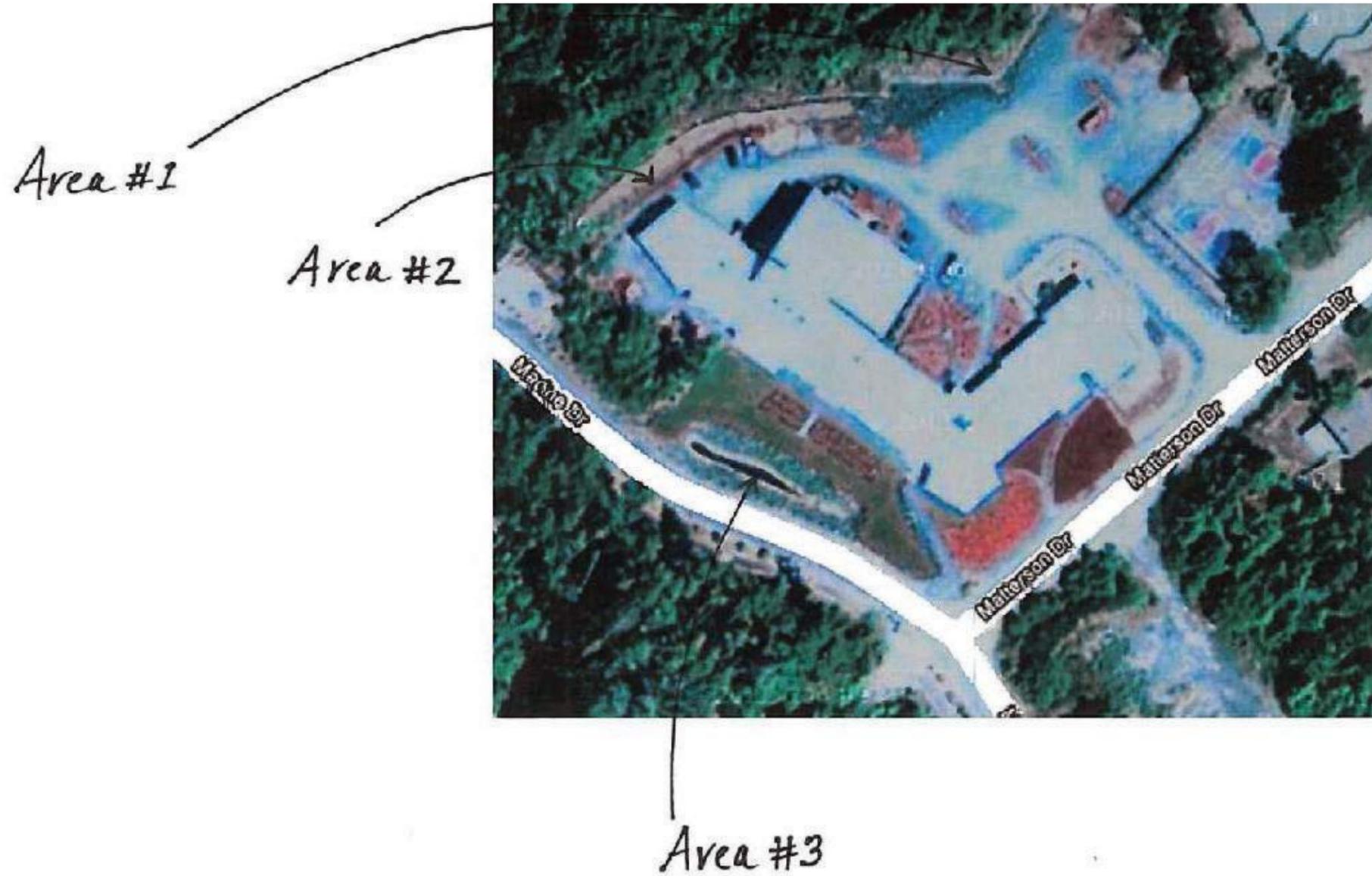
If you have any questions or require further information please do not hesitate to give me a call at (250) 480-7103.

Yours truly,

Susan Blundell, M.Sc., R.P.Bio
 Manager of Environmental Services

Attachments: Figure 1
 Photoplates

APPENDIX V



Ucluelet Community Centre - Riparian Planting Areas

APPENDIX V

Ucluelet Community Centre – Final Inspection of Riparian Plantings (June 2011)



Plate 1: Looking north midway along Area #1 drainage



Plate 2: Looking northeast from western end of Area #1 drainage

Ucluelet Community Centre – Final Inspection of Riparian Plantings (June 2011)



Plate 3: Looking west from eastern end of Area #2



Plate 4: Plantings amongst riprap and along channel edge at east end of Area #2

APPENDIX V

Ucluelet Community Centre – Final Inspection of Riparian Plantings (June 2011)



Plate 5: Looking east midway along Area #2



Plate 6: Live stakes planted amongst riprap in Area #2

Ucluelet Community Centre – Final Inspection of Riparian Plantings (June 2011)



Plate 3: Looking west from eastern end of Area #2



Plate 4: Plantings amongst riprap and along channel edge at east end of Area #2

APPENDIX V

Ucluelet Community Centre – Final Inspection of Riparian Plantings (June 2011)



Plate 9: Looking southwest along top of bank in Area #2



Plate 10: Area planted by students in Area #2

APPENDIX V



Plate 11: Looking northeast from west end of Area #2

Ucluelet Community Centre – Final Inspection of Riparian Plantings (June 2011)



Plate 12: Looking southwest along planted slope in Area #2



STAFF REPORT TO COUNCIL

Council Meeting: January 26, 2021
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: JOSEPH ROTENBERG, MANAGER OF CORPORATE SERVICES NAME

FILE NO: 0550-01

SUBJECT: 2021 COUNCIL MEETING SCHEDULE AMENDMENT

REPORT NO: 21-06

ATTACHMENT(S): APPENDIX A – 2021 COUNCIL MEETING SCHEDULE

RECOMMENDATION(S):

1. **THAT** Council reschedule the February 4, 2021 “Committee of the Whole – Societies” meeting to March 4, 2021.

PURPOSE:

To obtain Council authorization to reschedule a “Committee of the Whole – Societies” meeting (the “COW”) from February 4, 2021, to March 4, 2021.

BACKGROUND:

A COW meeting is scheduled for February 4, 2021 at 3:30 PM. This meeting is an opportunity for Grant in Aid and In-Kind Contribution applicants (the “Applicants”) to present their 2021 projects and space requests. If the COW is rescheduled, Council could decide the 2021 grants and in-kind contributions at their next meeting (March 9, 2021).

2020 Grant in Aid Final Reports are due on February 28, 2021. The proposed scheduling change would allow time for the Finance Department to review all final reports to determine whether 2021 Applicants have completed all applicable 2020 grant requirements before Council considers their 2021 applications. District Staff plan to amend the Grant in Aid and In-Kind Contribution policy in accordance with this scheduling change at a later date.

The scheduling change would also reduce the already high number of Council events (meetings and public hearings) in January and February.

TIME REQUIREMENTS – STAFF & ELECTED OFFICIALS:

If the recommended motion is adopted, some Staff time will be required to amend the Schedule and notify Applicants. No additional Elected Official time will be required.

OPTIONS REVIEW:

1. **THAT** Council reschedule the February 4, 2021 “Committee of the Whole – Societies” meeting to March 4, 2021. **(Recommended)**
2. **THAT** provide alternative direction to Staff. **(Recommended)**

Respectfully submitted: Joseph Rotenberg, Manager of Corporate Services



Appendix A

2021 COUNCIL MEETING SCHEDULE

Meetings will be held in the George Fraser Community Room at the Ucluelet Community Centre located at 500 Matterson Drive, Ucluelet, B.C. unless otherwise advertised.

DATE	TIME	MEETING TYPE
January 12	3:30 PM	Regular Meeting
January 26	3:30 PM	Regular Meeting
February 4	3:30 PM	***Committee of the Whole - Societies***
February 9	3:30 PM	Regular Meeting
February 16	3:30 PM	Harbour Authority Meeting
February 23	3:30 PM	Regular Meeting
March 9	3:30 PM	Regular Meeting
March 23	3:30 PM	Regular Meeting
April 14	3:30 PM	Regular Meeting
April 27	3:30 PM	Regular Meeting
May 4	3:30 PM	Harbour Authority Meeting
May 11	3:30 PM	Regular Meeting
May 25	3:30 PM	Regular Meeting
June 15	3:30 PM	Regular Meeting
June 22	3:30 PM	***Committee of the Whole - Societies***
June 29	3:30 PM	Regular Meeting
July 13	3:30 PM	Regular Meeting
August 17	3:30 PM	Regular Meeting
September 7	3:30 PM	Harbour Authority Meeting
September 21	3:30 PM	Regular Meeting
October 12	3:30 PM	Regular Meeting
October 19	3:30 PM	***Committee of the Whole - Societies***
October 26	3:30 PM	Regular Meeting
November 9	3:30 PM	Regular Meeting
November 23	3:30 PM	Regular Meeting
November 30	3:30 PM	Harbour Authority Meeting
December 14	3:30 PM	Regular Meeting

Adopted by Council on November 10, 2020



STAFF REPORT TO COUNCIL

Council Meeting: JANUARY 26, 2021
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: ABBY FORTUNE, MANAGER OF RECREATION & TOURISM

FILE NO: 1855-03

SUBJECT: AMPHITRITE HOUSE PROJECT UPDATE

REPORT NO: 21-08

ATTACHMENT(S): APPENDIX A – MEMORANDUM FROM URBAN SYSTEMS – PROJECT UPDATE

RECOMMENDATION(S):

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

PURPOSE:

To provide Council with a quarterly update on the Amphitrite House Project.

BACKGROUND:

This report is the first quarterly update on the Amphitrite House Project for Council. The report addresses:

1. Project Phasing & Tasks;
2. Project Schedule & Risks;
3. Ongoing Work; and
4. Future Work.

Please refer to the Memorandum provided by Urban Systems (**Appendix A**) for details.

TIME REQUIREMENTS – STAFF & ELECTED OFFICIALS:

Some staff time will be required for Ms. Fortune to lead this project and provide quarterly updates.

FINANCIAL IMPACTS:

This project is funded through the Canada Infrastructure Program – Community, Culture, and Recreation Program and RMI funds, there would be no direct financial implication for Ucluelet taxpayers.

OPTIONS REVIEW:

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

Respectfully submitted: Abigail K. Fortune, Manager of Recreation & Tourism

URBAN MEMORANDUM
SYSTEMS

DATE: January 18, 2021
TO: Abby Fortune
CC: Dan Todd
FROM: Phil Rinn
FILE: 1427.0009.01
SUBJECT: **Amphitrite House: Project Update (Council Brief) - DRAFT**

Project Background

The District of Ucluelet is in the process of transforming the existing Lightkeeper's Residence (the "House") and surrounding grounds into a premier interpretive centre and gathering place for safe storm watching for both residents and visitors alike. The project will improve the overall quality of the visitor experience to Amphitrite Point Park, while providing a glimpse into the site's natural and cultural histories. The renovation and repurposing of the House will be further enhanced by the addition of a partially covered wrap-around deck, terraced outdoor seating, improved safety and accessibility of viewpoints and barriers, and pathway connections between the lighthouse area, parking lot and Wild Pacific Trail.

In 2018, Murdoch de Greeff Landscape Architects prepared a feasibility study and conceptual design options, which was informed through significant community and stakeholder engagement including public open houses and programming/design input from the Wild Pacific Trail Society and Ucluelet and Area Historical Society. The feasibility study and associated cost estimates were then used to apply for and a funding grant from the *Investing in Canada Infrastructure Program* (ICIP), with an overall project cost of approximately \$1.36 Million.

Project Phasing & Tasks

Project delivery is being led by District Staff, with project management support provided by Urban Systems. Moving forward, the project has been broken down into four (4) distinct phases:

Phase 1: Secure Project Team

- Architect / space programming, landscape architect, civil, environmental, geotechnical, survey and archaeology

Phase 2: Background Investigations and Scope Confirmation

- Site survey and base drawing setup
- Geotechnical investigation and reporting
- Environmental Overview and Phase III environmental site investigation
- Site servicing review

URBAN SYSTEMS MEMORANDUM

DATE: January 18, 2021

FILE: 1427.0009.01

PAGE: 2 of 3

SUBJECT: Amphitrite House: Project Update (Council Brief) - DRAFT

Phase 3: Design

- Preliminary design and costing
- Detail design and Building Permit

Phase 4: Implementation

- Tender, construction administration, etc.

Project Schedule & Risks

A brief outline of the project schedule is providing below (the project is currently on schedule). There are no known project risks at this time, however we will continue to monitor and advise as the site investigation more will be known upon completion of Phases 1 and 2.



Ongoing Work: Phases 1 and 2

- The surveyor and geotechnical engineer have been competitively secured through a Request for Quotation (RFQ) process and are scheduled to complete their field work in late January to early February.
- The environmental and site servicing review will also be completed in February.
- An archaeological background review has already been completed by Yuułuʔiłʔatḥ First Nation, with a positive outcome. The review has concluded that there are no registered archeological sites within the project location and that no field reconnaissance is required at this time. An archaeological monitor from Yuułuʔiłʔatḥ First Nation will be invited to attend the upcoming geotechnical site drilling program.
- The project architect is being secured through a competitive proposal process. The RFP will be issued in January, with award taking place mid February to align with the completion of the background investigations.

Upcoming Work: Phases 1 and 2

URBAN SYSTEMS MEMORANDUM

DATE: January 18, 2021

FILE: 1427.0009.01

PAGE: 3 of 3

SUBJECT: Amphitrite House: Project Update (Council Brief) - DRAFT

Through additional site investigations and the support of the full project team, the proposed Lightkeeper's Residence and site improvements will be re-confirmed (together with a larger discussion about the future of the Centre), to ensure that the proposed program elements are appropriate and encompass key project principles established during the concept phase (e.g. open flexible space, accessibility, etc.).

The site concept and cost estimate will also be advanced to ensure that the proposed improvements can be completed within the project budget. If the estimated costs and budget do not align, we will identify opportunities for scope modifications and/or construction phasing to assist the District in decision-making.

Future Work: Phases 3 and 4

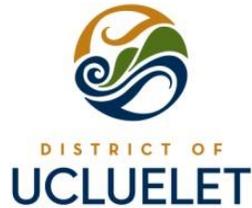
Following scope re-confirmation, the team will embark on preliminary and detailed design and construction of the improvements. Completion of detailed design is anticipated by mid-2021, with construction to begin summer 2021 and wrap up by late spring 2022.

Sincerely,

URBAN SYSTEMS LTD.



Phil Rinn, MBCSLA M.Sc. LEED A.P.
Landscape Architect and Integrative Planner



STAFF REPORT TO COUNCIL

Council Meeting: January 26, 2021
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: JOSEPH ROTENBERG, MANAGER OF CORPORATE SERVICES

FILE NO: 3360-20-RZ20-04

**SUBJECT: DISTRICT OF UCLUELET ZONING AMENDMENT BYLAW
No. 1267, 2020 (796 MARINE DRIVE) – ADOPTION**

REPORT NO: 21-07

ATTACHMENT(S): APPENDIX A – ZONING AMENDMENT BYLAW No. 1267, 2020
APPENDIX B – CA8441218

RECOMMENDATION:

1. **THAT** District of Ucluelet Zoning Amendment Bylaw No. 1267, 2020, be adopted.

PURPOSE:

The purpose of this report is to advise that Council is in a position to consider adopting Bylaw No. 1267, 2020.

BACKGROUND:

Bylaw No. 1267, 2020 (the “Bylaw”) received first and second reading at the June 23, 2020 Regular Meeting. On August 13, 2020, the Bylaw was subject to public hearing and received third reading.

The condition of registering a covenant which ensures that the development proposed is the development built was met when CA8441218 was registered on title of 796 Marine Drive. As a result, Council is now in a position to adopt the Bylaw.

OPTIONS:

As a public hearing has been conducted on the Bylaw, it has been given third reading, and all outstanding conditions have been met Council could now consider adopting the District of Ucluelet Zoning Amendment Bylaw No. 1267, 2020.

Respectfully submitted: Joseph Rotenberg, Manager of Corporate Services

DISTRICT OF UCLUELET**Zoning Amendment Bylaw No. 1267, 2020**

A bylaw to amend the “District of Ucluelet Zoning Bylaw No. 1160, 2013”.
(796 Marine Drive)

WHEREAS the District of Ucluelet Council by Bylaw No. 1160, 2013, adopted the Zoning Bylaw and now deems it appropriate to amend the Zoning Bylaw;

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

1. Map Amendment:

Schedule A (Zoning Map) of District of Ucluelet Zoning Bylaw No. 1160, 2013, as amended, is hereby further amended by changing the zoning designation of Lot 8, District Lot 283, Clayoquot District, Plan VIP84686 [PID 027-473-481 at 796 Marine Drive], shown shaded on the map attached to this Bylaw as Appendix “A”, from VR-1 Zone - Vacation Rental to GH Zone–Guest House.

2. Text Amendment:

Schedule B of the District of Ucluelet Zoning Bylaw No. 1160, 2013, as amended, is hereby further amended as follows:

- a. by adding the following subsection to section GH.1 in alphanumerical order, as follows:

“GH-1.2 Despite section GH.1.1 above, *Secondary Suite* is permitted as a secondary use and a *Guest House* is not permitted as a principle use on the following properties:

(a) PID 027-473-481, Lot 8, District Lot 283, Clayoquot District, Plan VIP84686 [796 Marine Drive]”

- b. by replacing subsection 405.2 (1) (c) with the following text:

“as accessory to a permanent residential use and administered by the full-time and present resident occupying the principal Single Family Dwelling or Guest House. “

3. Citation:

This bylaw may be cited as “District of Ucluelet Zoning Amendment Bylaw No. 1267, 2020”.

READ A FIRST TIME this 23rd day of June, 2020.

READ A SECOND TIME this 23rd day of June, 2020.

PUBLIC HEARING held this 13th day of August, 2020.

READ A THIRD TIME this 13th day of August, 2020.

ADOPTED this day of , 2020.

CERTIFIED A TRUE AND CORRECT COPY of “District of Ucluelet Zoning Amendment Bylaw No. 1267, 2020.”

Mayco Noël
Mayor

Mark Boysen
Corporate Officer

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

Mark Boysen
Corporate Officer

Appendix 'A'
Bylaw No. 1267, 2020

From: VR-1
To: GH



LAND TITLE ACT
FORM C (Section 233) CHARGE
GENERAL INSTRUMENT - PART 1 Province of British Columbia

Sep-21-2020 11:48:30.001

Appendix B

CA0441213
PAGE 1 OF 17 PAGES

Your electronic signature is a representation that you are a designate authorized to certify this document under section 168.4 of the *Land Title Act*, RSBC 1996 c.250, that you certify this document under section 168.41(4) of the act, and that an execution copy, or a true copy of that execution copy, is in your possession.

Amy Kathryn
McDowell
O'Connor GIIBN4

Digitally signed by Amy
Kathryn McDowell
O'Connor GIIBN4
Date: 2020.09.21 11:37:41
-07'00'

1. APPLICATION: (Name, address, phone number of applicant, applicant's solicitor or agent)

Amy O'Connor Barrister & Solicitor

YOUNG ANDERSON

1616 - 808 Nelson Street

Vancouver

BC V6Z 2H2

Phone: (604) 689-7400

File: 119-180

Development Covenant

Document Fees: \$74.87

Deduct LTSA Fees? Yes

2. PARCEL IDENTIFIER AND LEGAL DESCRIPTION OF LAND:

[PID]

[LEGAL DESCRIPTION]

027-473-481

LOT 8 DISTRICT LOT 283 CLAYOQUOT DISTRICT PLAN VIP84686

STC? YES

3. NATURE OF INTEREST

CHARGE NO.

ADDITIONAL INFORMATION

Covenant

S.219

4. TERMS: Part 2 of this instrument consists of (select one only)

(a) Filed Standard Charge Terms D.F. No.

(b) Express Charge Terms Annexed as Part 2

A selection of (a) includes any additional or modified terms referred to in Item 7 or in a schedule annexed to this instrument.

5. TRANSFEROR(S):

NIGEL ROBERT HARRISON AND CHELSEA ANNE RUBEN

6. TRANSFEREE(S): (including postal address(es) and postal code(s))

DISTRICT OF UCLUELET

200 MAIN STREET

UCLUELET

BRITISH COLUMBIA

V0R 3A0

CANADA

7. ADDITIONAL OR MODIFIED TERMS:

8. EXECUTION(S): This instrument creates, assigns, modifies, enlarges, discharges or governs the priority of the interest(s) described in Item 3 and the Transferor(s) and every other signatory agree to be bound by this instrument, and acknowledge(s) receipt of a true copy of the filed standard charge terms, if any.

Officer Signature(s)

Execution Date

Transferor(s) Signature(s)

T. Dale Roberts

Notary Public

1760 Riverside Lane

Courtenay, BC V9N 8C7

250-871-7737

(as to both signatures)

Y	M	D
20	09	03

NIGEL ROBERT HARRISON

CHELSEA ANNE RUBEN

OFFICER CERTIFICATION:

Your signature constitutes a representation that you are a solicitor, notary public or other person authorized by the *Evidence Act*, R.S.B.C. 1996, c.124, to take affidavits for use in British Columbia and certifies the matters set out in Part 5 of the *Land Title Act* as they pertain to the execution of this instrument.

Officer Signature(s)

Execution Date

Transferor / Borrower / Party Signature(s)

Y	M	D
20	09	15

Joseph Rotenberg

Commissioner for Taking Affidavits in British Columbia

Deputy Corporate Officer
District of Ucluelet
200 Main St., PO Box 999
Ucluelet, B.C. V0R 3A0

(as to both signatures)

DISTRICT OF UCLUELET by its
authorized signatory(ies):

Name: Mayco Neol

Name: Mark Boysen CAO

OFFICER CERTIFICATION:

Your signature constitutes a representation that you are a solicitor, notary public or other person authorized by the *Evidence Act*, R.S.B.C. 1996, c.124, to take affidavits for use in British Columbia and certifies the matters set out in Part 5 of the *Land Title Act* as they pertain to the execution of this instrument.
District of Ucluelet Zoning Amendment Bylaw No. 1267, 2020 (796 Marine D...

TERMS OF INSTRUMENT – PART 2**SECTION 219 COVENANT – DEVELOPMENT COVENANT**

THIS COVENANT dated for reference August 03, 2020, is

BETWEEN:

NIGEL ROBERT HARRISON AND CHELSEA ANNE RUBEN

██████ ██████
Cumberland, BC V0R 1S0

(the “**Owner**”)

AND:

DISTRICT OF UCLUELET

200 Main Street
Ucluelet, BC V0R 3A0

(the “**District**”)

GIVEN THAT:

- A. The Owner is the registered owner of the land located at 796 Marine Drive in Ucluelet, British Columbia and legally described as:

Parcel Identifier: 027-473-481
Lot 8, District Lot 283, Clayoquot District, Plan VIP84686

(the “**Land**”);

- B. Section 219 of the *Land Title Act* permits the registration of a covenant of a negative or positive nature in favour of the District, in respect of the use of land or buildings, or the building on land;
- C. The Owner has applied to the District to amend the “District of Ucluelet Zoning Bylaw No. 1160, 2013” (the “**Zoning Bylaw**”) to allow for two detached Guest Cottages and the addition of a Secondary Suite on the Land; and
- D. In connection with the Owner’s proposed rezoning of the Land, the Owner wishes to grant this Covenant to the District to confirm it will not develop the Land except in accordance with the development plan prepared in conjunction with the Owner’s rezoning application and presented to the District Council and the public in connection with the application.

THIS COVENANT is evidence that in consideration of the payment of \$2.00 from the District to the Owner and other good and valuable consideration (the receipt and sufficiency of which the

Owner acknowledges), the Owner covenants and agrees with the District under section 219 of the *Land Title Act* as follows:

1. **Building on and Using the Land** – The Land shall not be used or built upon except for one Single Family Dwelling (which may contain a Secondary Suite) and Two Guest Cottages, all as defined in the Zoning Bylaw, and without limiting the generality of the foregoing, the buildings and structures authorized by this Covenant shall only be sited, designed and constructed in substantial accordance with the drawings and plans presented to the District in support of the Owner’s zoning amendment application, copies of which are attached to this Covenant as Schedule A (the “**Development Plans**”).
2. **Amendments to Development Plans** – The Owner may request, and the District’s Manager of Planning may, in his or her sole discretion, approve minor deviations from the Development Plans, provided that any such requests or approvals must be made in writing.
3. **Municipal Permits** – The Owner agrees that the District may withhold building permits and occupancy permits with respect to any building or other structure from time to time constructed or proposed to be constructed on the Land, as the District may, in its sole discretion, consider necessary to ensure compliance with this Covenant.
4. **Subject to Bylaws** – This Covenant does not relieve the Owner in any way from complying with all applicable bylaws of the District or other enactments applicable to the Land.
5. **Inspections** – The District and any of its officers and employees may enter on the Land at all reasonable times, to inspect the Land for the purpose of ascertaining compliance with this Covenant.
6. **Indemnity** – As an integral part of this Covenant, pursuant to section 219(6)(a) of the *Land Title Act*, the Owner hereby indemnifies the District from and against any and all liability, actions, causes of action, claims, suits, proceedings, judgements, damages, expenses, demands and losses at any time suffered or incurred by, or brought against, the District, or any of its elected or appointed officials, officers, employees or agents, arising from or in connection with the granting or existence of this Covenant, the performance of any of the Owner’s obligations under this Covenant, any breach of any provision under this Covenant or the enforcement by the District of this Covenant.
7. **Specific Relief** – The Owner agrees that the public interest in ensuring that all of the provisions of this Covenant are complied with strongly favours the award of a prohibitory or mandatory injunction, or an order for specific performance or other specific relief, by the Supreme Court of British Columbia at the instance of the District, in the event of an actual or threatened breach of this Covenant.
8. **No Effect on Powers** – Nothing in this Covenant shall:

- (a) affect or limit the discretion, rights or powers of the District or the District's Approving Officer under any enactment or at common law, including in relation to the use, development or subdivision of the Land;
 - (b) affect or limit any enactment relating to the use, development or subdivision of the Land; or
 - (c) relieve the Owner from complying with any enactment, including in relation to the use, development or subdivision of the Land.
9. **District Discretion** – Where the District or a representative of the District is required or permitted under this Covenant to form an opinion, exercise a discretion, express satisfaction, make a determination or give its consent:
- (a) the relevant provision shall not be considered fulfilled unless the approval, opinion, determination, consent or expression of satisfaction is in writing signed by the District or the representative, as the case may be;
 - (b) the approval, opinion, determination, consent or satisfaction is in the sole discretion of the District or the representative, as the case may be; and
 - (c) the District or the representative, as the case may be, is under no public law duty of fairness or natural justice in that regard and the District or the representative may do any of those things in the same manner as if it were a private person and not a public body or employee or officer thereof.
10. **No Obligation to Enforce** – The rights given to the District under this Covenant are permissive only and nothing in this Covenant shall give rise to any legal duty of any kind on the District to anyone or obligate the District to enforce this Covenant or to perform any act or incur any expense.
11. **Covenant Runs with Land** – This Covenant shall burden and run with, and bind the successors in title to, the Land and each and every part into which the Land may be subdivided by any means (including by deposit of a strata plan of any kind under the *Strata Property Act* (British Columbia)).
12. **Waiver** – No waiver by the District of any requirement or breach of this Covenant shall be effective unless it is an express waiver in writing that specifically references the requirement or breach and no such waiver shall operate as a waiver of any other requirement or breach or any continuing breach of this Covenant.
13. **Remedies** - No reference to or exercise of any specific right or remedy by the District shall prejudice or preclude the District from exercising any other right or remedy, whether allowed at law or in equity or expressly provided for in this Covenant, and no such right or remedy is exclusive or dependent upon any other such remedy and the District may from time to time exercise any one or more of such remedies independently or in combination.

14. **Priority** – The Owner shall cause this Covenant to be registered in the applicable land title office against title to the Land with priority over all financial liens, charges and encumbrances, and any leases and options to purchase, registered or pending registration at the time of application for registration of this Covenant, including by causing the holder of each such lien, charge, encumbrance, lease or option to purchase to execute an instrument in a form required by the District under which such holder postpones all of the holder’s rights to those of the District under this Covenant in the same manner and to the same extent as if such lien, charge, encumbrance, lease or option to purchase had been registered immediately after the registration of this Covenant.
15. **Modification** – This Covenant may not be modified except by an agreement or instrument in writing signed by the Owner or its successor in title and the District or a successor or assignee.
16. **Further Assurances** – The Owner shall do and cause to be done all things, including by executing further documents, as may be necessary to give effect to the intent of this Covenant.
17. **Owner’s Expense** – The Owner shall perform its obligations under this Covenant at its own expense and without compensation from the District.
18. **Severance** – If any part of this Covenant is for any reason held to be invalid by a decision of a court with the jurisdiction to do so, the invalid portion is to be considered severed from the rest of this Covenant and the decision that it is invalid shall not affect the validity or enforceability of the remainder of this Covenant.
19. **Joint and Several** – If at any time more than one person (as defined in the *Interpretation Act* (British Columbia) owns the Land, each of those persons will be jointly and severally liable for all of the obligations of the Owner under this Covenant.
20. **Interpretation** - In this Covenant:
 - (a) reference to the singular includes a reference to the plural, and vice versa, unless the context requires otherwise;
 - (b) article and section headings have been inserted for ease of reference only and are not to be used in interpreting this Covenant;
 - (c) the term “enactment” has the meaning given to it under the *Interpretation Act* (British Columbia) on the reference date of this Covenant;
 - (d) reference to any enactment includes any regulations, orders or directives made under the authority of that enactment;

- (e) reference to any enactment is a reference to that enactment as consolidated, revised, amended, re-enacted or replaced from time to time, unless otherwise expressly provided;
 - (f) reference to a particular numbered section, or to a particular lettered schedule, is, unless otherwise expressly provided, a reference to the correspondingly numbered section or lettered schedule of this Covenant;
 - (g) all Schedules to this Covenant form an integral part of this Covenant;
 - (h) time is of the essence; and
 - (i) where the word "including" is followed by a list, the contents of the list are not intended to limit or otherwise affect the generality of the expression preceding the word "including".
21. **Governing Law** – This Covenant shall be governed by and construed in accordance with the laws of the Province of British Columbia, which shall be deemed to be the proper law hereof.
22. **Enurement** – This Covenant hereof shall enure to the benefit of the parties and their respective successors and assigns, as the case may be.
23. **Entire Covenant** – This Covenant is the entire Covenant between the parties regarding its subject.
24. **Execution in Counterparts & Electronic Delivery** - This Covenant may be executed in any number of counterparts and delivered by e-mail, each of which shall be deemed to be an original and all of which taken together shall be deemed to constitute one and the same instrument, provided that any party delivering this Covenant by e-mail shall also deliver to the other party an originally executed copy of this Covenant.

As evidence of their agreement to be bound by this Covenant, the parties have executed the General Instrument – Part 1 (*Land Title Act* Form C) attached to and forming part of this Covenant.

DOCUMENTS ENCLOSED

PG

1 REZONING APPLICATION SUMMARY

- Purpose*
- Property Context*
- Proposal*
- OCP Context*

2 REZONING APPLICATION SUMMARY

- Proposed Zoning*
- Proposed Development - Building Footprints*
- Lot Coverage - Floor Area Ratio (FAR)*
- Building Heights*

3 SITE PLAN

- Proposed Development with Description*

4 SITE ELEVATION - ORTHOGRAPHIC

- Site Views*

5 RESIDENCE WITH SUITE

- Floor Plans*

6 RESIDENCE WITH SUITE

- Elevations*

7 GUEST COTTAGE (1)

- Floor Plans and Elevations*

8 GUEST COTTAGE 2 - ACCESSIBLE

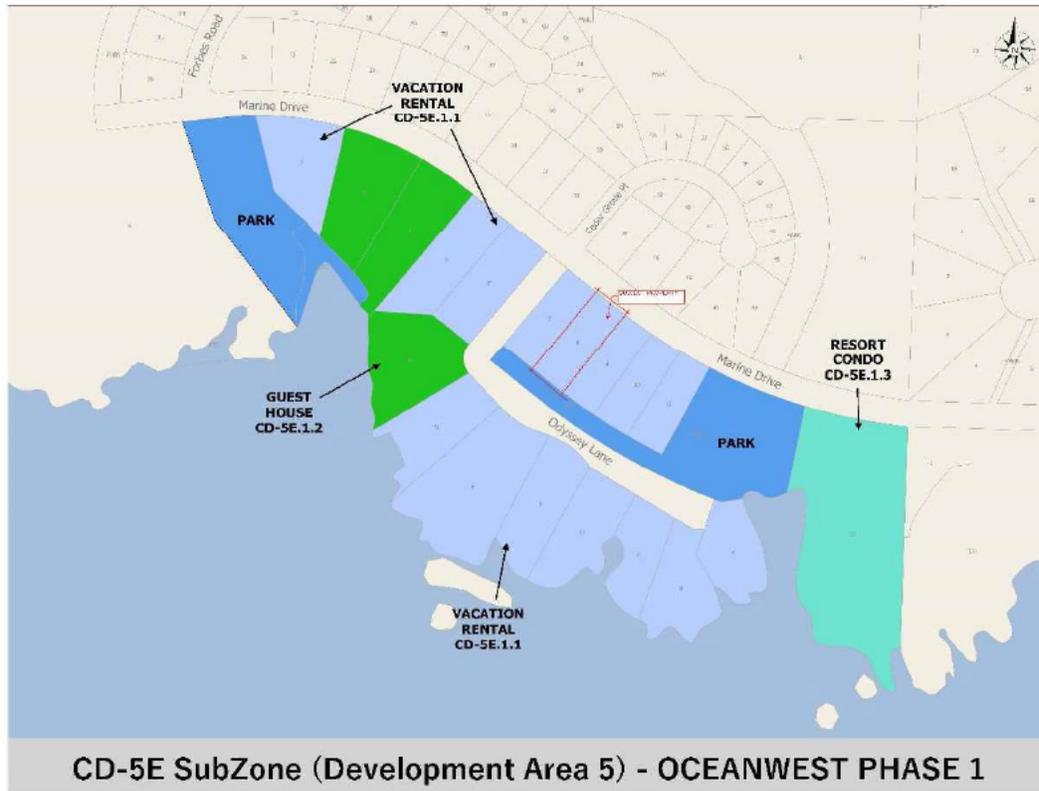
- Floor Plans and Elevations*

9 to 11 STATE OF TITLE CERTIFICATE

- December 5th, 2019*

796 Marine Drive, Ucluelet - Rezoning Application

prepared by John Salmen (Station Design) on behalf of Chelsea Rubin and Nigel Harrison (owners)



CD-5E SubZone (Development Area 5) - OCEANWEST PHASE 1 Ucluelet Zoning Bylaw No. 1160, Consultation CD-5E.10.16/2007

PID: 027-473-481

LOT 8 DISTRICT LOT 283 CLAYOQUOT DISTRICT PLAN VIP84686

LOT SIZE 2057 M2 LOT FRONTAGE 26.76M

CURRENT ZONING - CD-5E.1

PURPOSE

This application proposes to rezone the .206ha property from CD-5E.1 to a spot zoning similar to GH Zone to provide for a main residence with an attached long-term rental suite and two vacation rental guest cottages - one of which is to be developed as accessible within reach of the Wild Pacific Trail

PROPERTY CONTEXT

*The property is located within the CD-5E SubZone (Development Area #5) Oceanwest
The property is undeveloped and undisturbed retaining its coastal forest characteristics
The property is serviced at Marine Drive (water, sewer and hydro). A previous rezoning was requested for the property by previous a previous applicant - requesting a higher vacation rental density - a lower density (2 guest cottages) was proposed by council*

PROPOSAL

*This proposal seeks to implement councils recommendation of 2 guest cottages consistent with the GH Zone which provides for 2 guest cabins plus main residence on a lot area greater than 2000m2. This proposal is designed for minimal lot coverage to maintain the native coastal landscape, consistent with the trail (see pg.2)
The development is configured within existing zone setbacks - to be maintained*

OCP CONTEXT

This proposal meets Policy 3.22 (accessibility) and Policy 3.1220 D,E,G (long term tenancy) of the proposed Official Community Plan

PROPOSED ZONING

*Spot zoning intended to provide mixed housing and vacation rental options
To include a single family dwelling with attached long term rental suite
and two small scale guest cottages for tourist accomodation - one of
which to be developed as accessible accomodation
Policy 3.22 (accessibility - proposed OCP)
Policy 3.120 D,E,G (long term- tenancy - proposed OCP)*

PROPOSED DEVELOPMENT - BUILDING FOOTPRINTS

Single Family Dwelling

<i>3 Bdrm Residence</i>	60 m2
<i>Attached Suite</i>	44 m2
Total	104

Small Scale Guest Cottage

<i>1 bedroom</i>	36.5 m2
<i>ext deck</i>	7.75
Total	44.25

Accessible Guest Cottage

<i>1 bedroom</i>	39.8 m2
<i>ext deck</i>	7.75
Total	47.55

Accessory

<i>electrical</i>	1.5 m2
<i>pump house</i>	1.5 m2
<i>conditional</i>	90 m2
Total	93

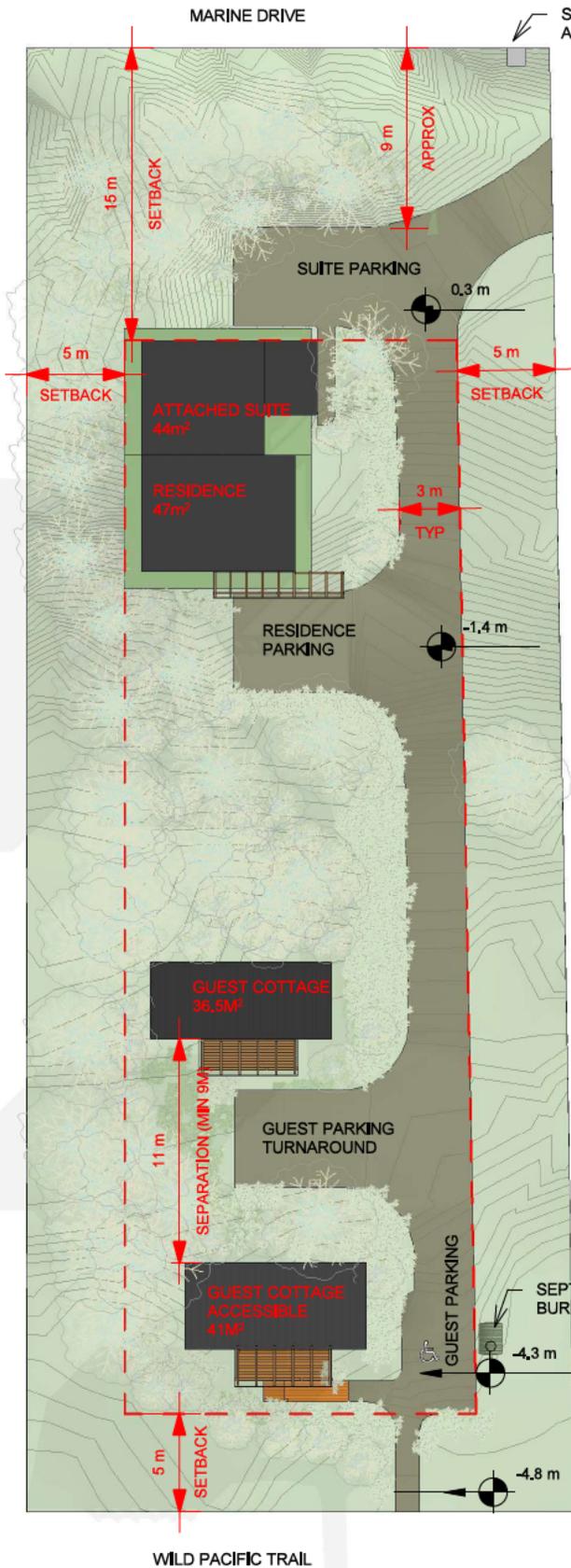
LOT COVERAGE - FLOOR AREA RATIO

<i>Total Building Coverage (incl decks)</i>	288.8 m2
Lot Coverage	14.04 %

<i>Buildable area (within setbacks)</i>	958.3 m2
<i>Gross Floor Area</i>	333.3
Floor Area Ratio	0.35

BUILDING HEIGHTS

<i>2 Story Main Residence</i>	7 m
<i>Guest Cabins</i>	3.6 m



SERVICES AT PROPERTLY LINE

796 MARINE DRIVE, UCLUELET
 LOT 8 DISTRICT LOT 283 DISTRICT PLAN VIP84686
 PID 027-473-481

LOT SIZE: 2057 M²
 LOT FRONTAGE: 26,76 M
 CURRENT ZONING CD-5E, 1

LOT COVERAGE 14%
 FAR 0,35

NOTE:
 Topographical data is derived from Municipality of Ucluelet Lidar data. Landscape foliage is approximate and intended to represent the existing landscape.

Building and drive locations are approximate - final locations are dependent on maintaining existing native landscape and topographical features.

Buildings and primary drive to be within setback boundaries as shown- Drive entrance is as existing and Suite Parking to be located within the front 15m setback - approximately as shown to maintain road buffer - with respect to native landscape and topographical features.

BUILDINGS

Construction of all buildings is designed to conform to aesthetic guidelines. Exterior cladding to be metal to provide fire resistance with exterior porch and entry details to be natural wood. Total footprint of buildings are estimated at 13.4% Lot Coverage (40% allowed).

Main Residence is designed as a 2 story structure to minimize footprint with an attached 1 story long-term rental suite. Approximate footprint as shown (approx. 5% Lot Coverage)

Guest Cottage (1) is below the zoning standard of 40M² at 36.5M² (approx. 1.2% Lot Coverage)

Guest Cottage (2) designed as an accessible cabin meets the zoning standard at 39,8 M² (approx. 2% Lot Coverage) due to the increased area required for accessibility but remains within the intent of the zoning density

Accessory Buildings are currently estimated for housing services at 3M² but provision is made for 93M² to provide for future accessory construction (approx. 4.5% Lot Coverage).

DRIVEWAY 3 M Width

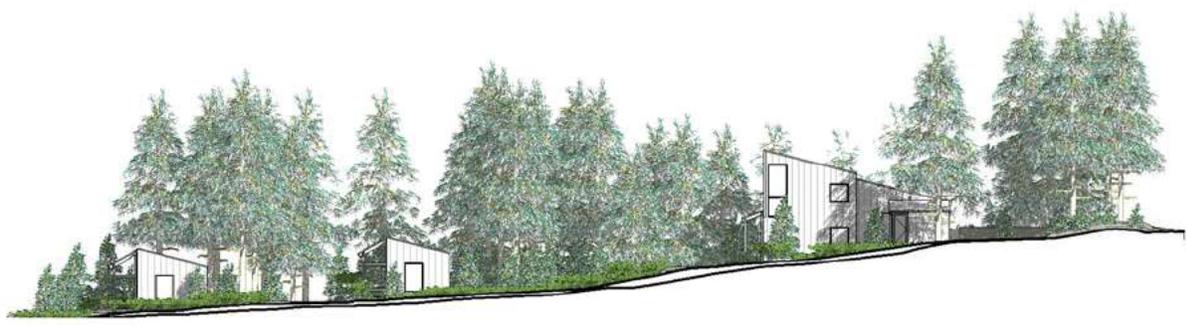
Primary Driveway to be overland construction to maintain natural drainage - with permeable topping (crushed gravel)

Parking is representative of zoning requirements and ease of access.

Note: final location may vary and be minimized to maintain existing native landscape and reduce ground disturbance

796 MARINE DRIVE, UCLUELET
 PROPOSED REZONING

SITE PLAN



SITE VIEWS ILLUSTRATING APPROXIMATE SITE LAYOUT AND DEVELOPMENT

Topographical data is derived from Municipality of Ucluelet Lidar data. Landscape foliage is approximate and intended to represent the existing landscape.

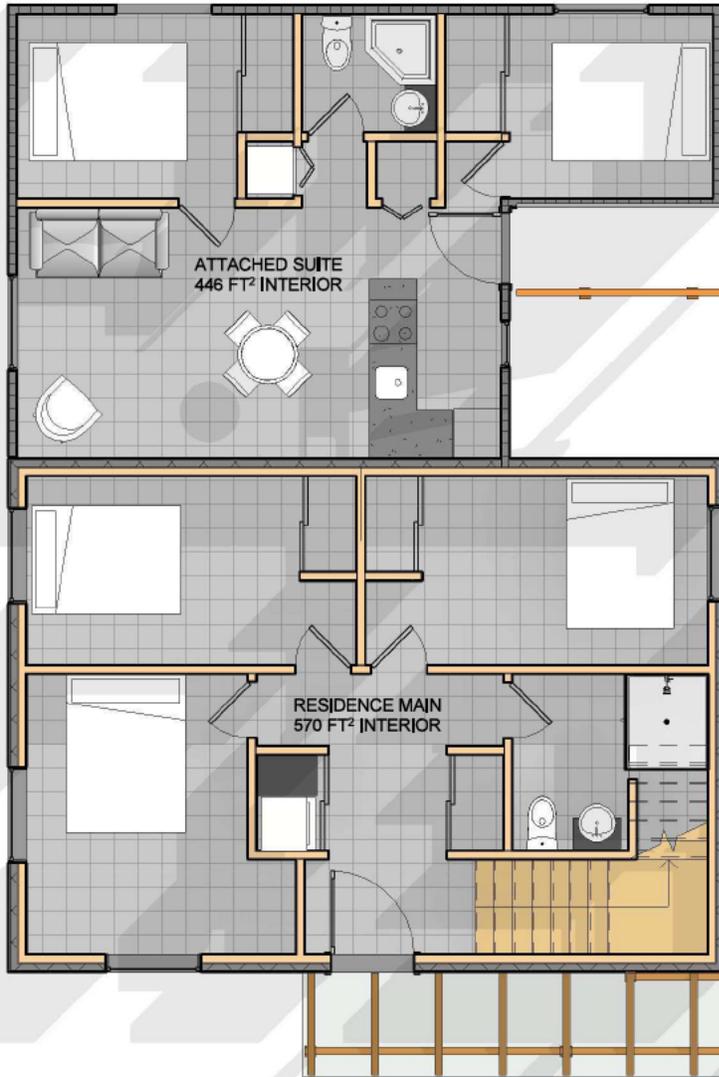
Building and drive locations are approximate - final locations are dependent on maintaining existing native landscape and topographical features.

SITE ELEVATION - ORTHOGRAPHIC

796 MARINE DRIVE, UCLUELET
PROPOSED REZONING

29' - 10"

40' - 6"



ATTACHED SUITE
446 FT² INTERIOR

RESIDENCE MAIN
570 FT² INTERIOR

MAIN RESIDENCE WITH ATTACHED SUITE

SUITE 446 FT² - 41.4 M² INTERIOR
 RESIDENCE
 MAIN 570 FT² - 42.9 M² INTERIOR
 2ND 570 FT² - 42.9 M² INTERIOR

EXTERIOR FOOTPRINT 1119 FT² - 104 M²

NOTE: FINAL IFP PLANS TO BE AS PER OWNERS SPECIFICATIONS, BCBC, AND MUNICIPALITY OF UCLUELET



RESIDENCE 2ND
570 FT² INTERIOR

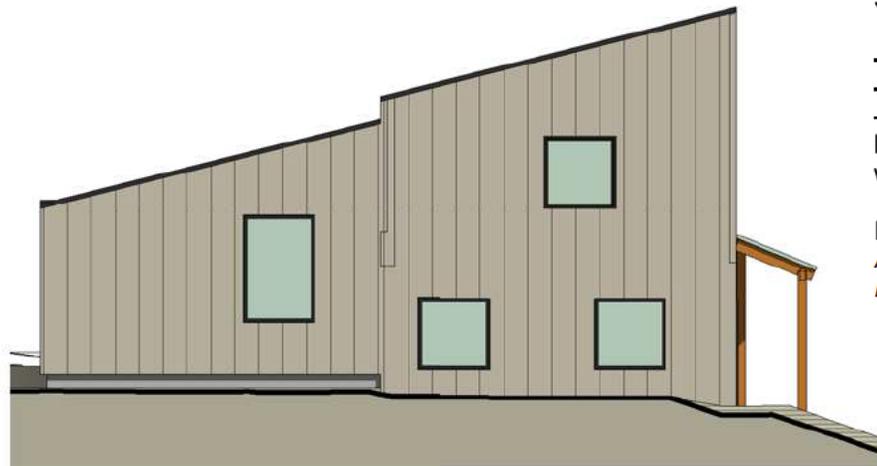
796 MARINE DRIVE, UCLUELET

RESIDENCE / SUITE

FLOORPLANS



796 MARINE DRIVE, UCLUELET



MAIN RESIDENCE AND ATTACHED SUITE - EXTERIOR FINISHES

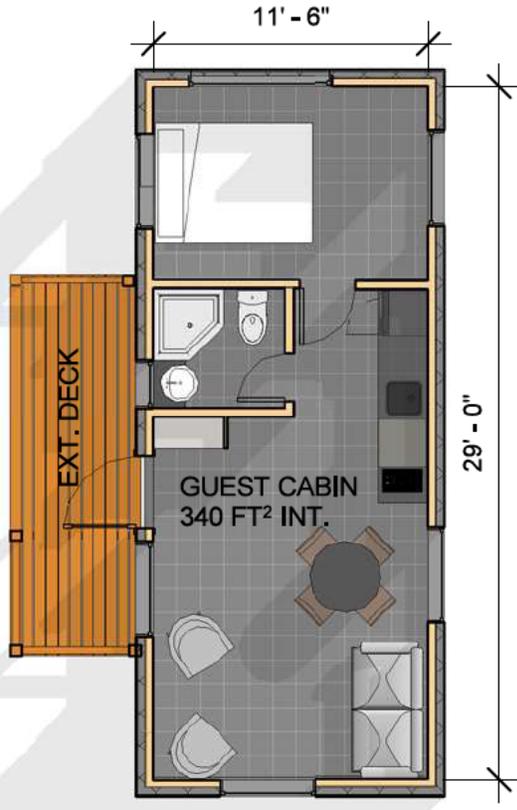
- 26 GA. METAL ROOFING
- 26 GA METAL SIDING
- ACRYLIC TRANSLUCENT MAIN ENTRY ROOFING w/ D.F. STRUCT FRAMING

NOTE: FINAL IFP PLANS TO BE AS PER OWNERS SPECIFICATIONS, BCBC, AND MUNICIPALITY OF UCLUELET

RESIDENCE / SUITE

ELEVATIONS

11' - 6"



GUEST COTTAGE 1

1 BDRM VACATION RENTAL COTTAGE
340 FT² - 31.6 M² INTERIOR
393 FT² - 36.5 M² EXTERIOR

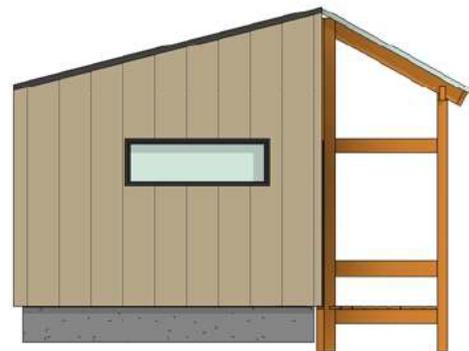
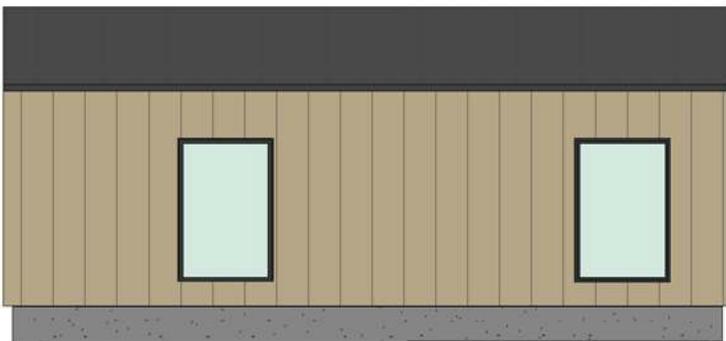
EXTERIOR FINISHES

- 26 GA. METAL ROOFING
- 26 GA METAL SIDING
- ACRYLIC TRANSLUCENT DECK ROOFING
- STRUCT D.F. FIR EXTERIOR DECK FRAMING
- 2x6 CEDAR DECKING AND RAMP DECKING

NOTE: FINAL IFP PLANS TO BE AS PER OWNERS SPECIFICATIONS, BCBC, AND MUNICIPALITY OF UCLUELET



796 MARINE DRIVE, UCLUELET



GUEST COTTAGE

GUEST COTTAGE 1

GUEST COTTAGE 2 (ACCESSIBLE)

1 BDRM VACATION RENTAL COTTAGE
 364 FT² - 33.8 M² INTERIOR
 428 FT² - 39.8 M² EXTERIOR

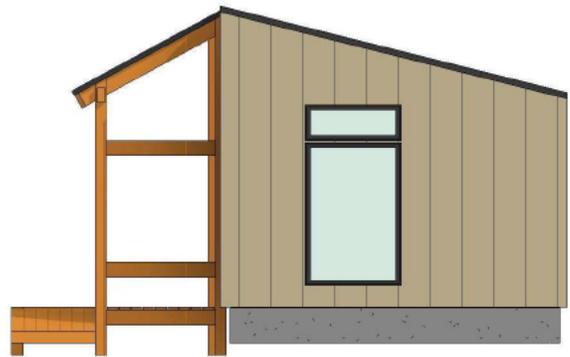
EXTERIOR FINISHES

- 26 GA. METAL ROOFING
- 26 GA METAL SIDING
- ACRYLIC TRANSLUCENT DECK ROOFING
- STRUCT D.F. FIR EXTERIOR DECK FRAMING
- 2x6 CEDAR DECKING AND RAMP DECKING

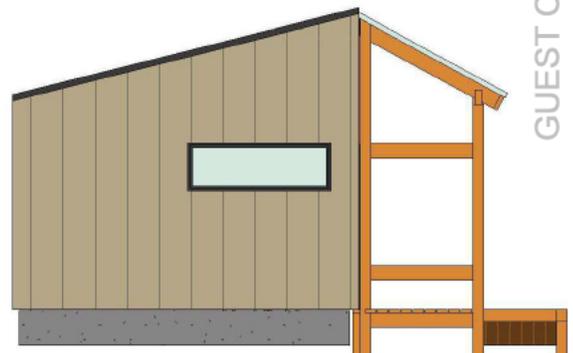
NOTE: FINAL IFP PLANS TO BE AS PER OWNERS SPECIFICATIONS, BCBC, AND MUNICIPALITY OF UCLUELET



796 MARINE DRIVE, UCLUELET



GUEST COTTAGE



GUEST COTTAGE 2 - ACCESSIBLE