



HARBOUR AUTHORITY MEETING
Tuesday, September 7, 2021 @ 3:30 PM
George Fraser Room, Ucluelet Community Centre,
500 Matterson Drive, Ucluelet

AGENDA

	Page
1. CALL TO ORDER	
2. ACKNOWLEDGEMENT OF THE YUULU?I?ATH	
Council would like to acknowledge the Yuulu?i?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 is being video broadcast on YouTube and Zoom, which may store data on foreign servers.	
4. LATE ITEMS	
5. APPROVAL OF AGENDA	
6. ADOPTION OF MINUTES	
6.1. May 4, 2021, Regular Harbour Authority Minutes 2021-05-04 Harbour Authority Regular	3 - 5
7. MAYOR'S ANNOUNCEMENTS	
8. PUBLIC INPUT & DELEGATIONS	
8.1. Public Input	
<ul style="list-style-type: none">• Via Zoom• Via Telephone• Via Email	
9. REPORTS	
9.1. Harbour Master Plan Abigail Fortune, Director of Parks and Recreation R - Harbour Master Plan	7 - 79
9.2. Harbour Manager Report - September 2021 Kevin Cortes, Harbour Manager R - Harbour Manager Report	81 - 82
9.3. Ucluelet Small Craft Harbour Moorage Rates Review Abigail Fortune, Director of Parks and Recreation	83 - 85

[R - Moorage Rate Review](#)

- 9.4. Harbour Authority Resolution Tracker
Joseph Rotenberg, Manager of Corporate Services

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[R - Resolution Tracker](#)

10. OTHER BUSINESS
11. QUESTION PERIOD
- Via Zoom
 - Via Telephone
 - Via Email
12. CLOSED SESSION
13. RECONVENE FROM CLOSED SESSION
14. ADJOURNMENT

DISTRICT OF UCLUELET
MINUTES OF THE HARBOUR AUTHORITY MEETING
HELD IN THE GEORGE FRASER ROOM, 500 MATTERSON DRIVE
Tuesday, May 4, 2021 at 3:30 PM

Present: **Chair:** Mayor Noël
 Council: Councillors Cole, Hoar, Kemps, and McEwen
 Staff: Abby Fortune, Manager of Recreation and Tourism
 Joseph Rotenberg, Manager of Corporate Services
 Kevin Cortes, Harbour Manager (Contractor)

Regrets:

1 CALL TO ORDER

The meeting was called to order at 3:30 PM.

2 ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORY

Council acknowledged the Yuułuʔiłʔatḥ, on whose traditional territories the District of Ucluelet operates.

3 NOTICE OF VIDEO RECORDING

Audience members and delegates were advised that the proceeding was being broadcast on YouTube and Zoom, which may store data on foreign servers.

4 LATE ITEMS

**4.1 Add Six Month Moorage Option, a email by 2021-05-03 as
Correspondence Item 8.2. after page seven of the Agenda**

**4.2 Add District of Ucluelet Harbour Regulation Bylaw No. 1276, 2020 and
District of Ucluelet Harbour Regulation Amendment Bylaw No. 1280, 2020
as Information Item 9.1.**

5 APPROVAL OF AGENDA

5.1 May 4, 2021, Regular Harbour Authority Agenda

2021.2026.HA **It was moved by Councillor Kemps and seconded by Councillor McEwen**
 THAT the Harbour Authority approve the May 4, 2021, Regular Harbour
 Authority Agenda as amended.

CARRIED.

6 ADOPTION OF MINUTES

6.1 February 16, 2021, Regular Harbour Authority Minutes

The Harbour Authority noted that Thornton Creek Hatchery was misspelled on page four of the Agenda package.

- 2021.2027.HA **It was moved by Councillor McEwen and seconded by Councillor Hoar**
THAT the Harbour Authority adopt the February 16, 2021, Regular Harbour Authority Minutes as amended.

CARRIED.

7 PUBLIC INPUT & DELEGATIONS

7.1 Public Input

- **Public input via Zoom.**
 - There was no public input via Zoom.
- **Public input via email to communityinput@ucluelet.ca**
 - There was no public input via email.

8 CORRESPONDENCE

8.1 Six Month Option for Moorage at Local Government Docks *Dave Smith*

8.2 Six Month Moorage Option David Smith

The Harbour Authority discussed Mr. Smith's letters and request to introduce a moorage rate that applies to six month periods of time. They noted that there may be an appetite for this amendment to the fee structure.

- 2021.2028.HA **It was moved by Councillor McEwen and seconded by Councillor Cole**
THAT Staff present a report to Council regarding the introduction of a six-month moorage rate.

CARRIED.

9 INFORMATION ITEMS

9.1 Ucluelet Harbour Regulation Bylaw No. 1276, 2020 and District of Ucluelet Harbour Regulation Amendment Bylaw No. 1280, 2020.

10 REPORTS

10.1 Harbour Manager Report - May 4, 2021 Update *Kevin Cortes, Harbour Manager*

Mr. Cortes presented this report and provided an overview of current and expected harbour usage. He also addressed questions about the projects outlined in the report, and confirmed that funding to replace the security cameras will come from the Harbour's Maintenance Budget.

Council discussed the need for a donation box and additional signage at Ucluelet's Pat Leslie Memorial Boat Launch. Staff discussed options for the donation box.

2021.2029.HA **It was moved by Councillor Cole and seconded by Councillor McEwen**
THAT Council direct Staff to provide a report regarding signage and a donation box at Ucluelet's Pat Leslie Memorial Boat Launch.

CARRIED.

10.2 Harbour Authority Resolution Tracker - May 4, 2021

10.3 Ucluelet Harbour Master Plan Project Update ***Abby Fortune, Manager of Recreation & Tourism***

Ms. Fortune provided an update on the Harbour Master Plan, which included the key priorities for the Harbour. The divestment of 52 steps by the DFO to the District was discussed.

11 OTHER BUSINESS

There was no other business.

12 QUESTION PERIOD

12.1 Questions via Zoom.

There were no questions via Zoom.

12.2 Questions emailed to communityinput@ucluelet.ca.

There were no questions via email.

13 CLOSED SESSION

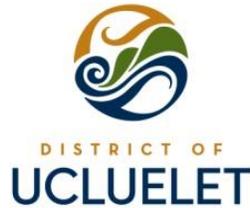
14 ADJOURNMENT

The meeting was adjourned at 4:15 PM.

CERTIFIED CORRECT: Minutes of the Harbour Authority Meeting held on Tuesday, May 4, 2021 at 3:30 pm in the George Fraser Room, Ucluelet Community Centre, 500 Matterson Road, Ucluelet, BC.

Mayco Noël
 Mayor

Joseph Rotenberg
 Corporate Officer



STAFF REPORT TO HARBOUR AUTHORITY

Harbour Authority Meeting: September 7, 2021
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: ABIGAIL K. FORTUNE, DIRECTOR OF PARKS & RECREATION

FILE NO: 8700-20

SUBJECT: UCLUELET HARBOUR MASTER PLAN PRESENTATION

REPORT NO: 21-127

ATTACHMENT: APPENDIX A - UCLUELET HARBOUR MASTER PLAN – FINAL DRAFT

RECOMMENDATION(S):

1. **THAT** the Harbour Authority direct staff to amend the draft Ucluelet Harbour Master Plan by a) _____, b) _____ c) _____ and further;

THAT the Harbour Authority direct Staff to forward the amended Ucluelet Harbour Master Plan to the Department of Fisheries & Oceans (DFO) for their review and approval.

PURPOSE:

To present the Harbour Authority with the Draft Ucluelet Harbour Master Plan.

BACKGROUND:

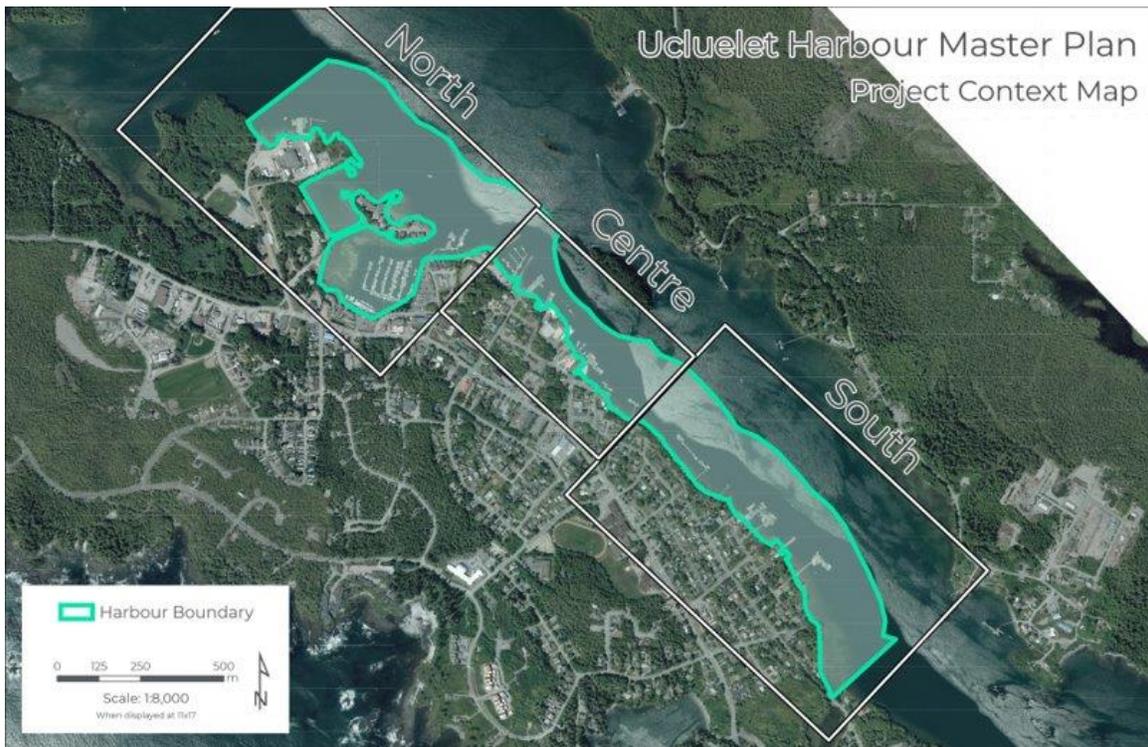
The purpose of the Ucluelet Harbour Master Plan (the “Plan”) is to provide a vision for the harbour that meets the community’s needs and provides pathways for implementation. The Plan supports the vision, goals and objectives of the Draft 2020 Official Community Plan, 2017 Economic Development Plan and 2019-2022 Strategic Plan.

The process for developing the Plan was as follows:

1. Project initiation and background review
2. Site inventory and analysis
3. Key partner & stakeholder engagement
4. Draft Harbour Master Plan report
5. Focused virtual group meetings
6. Finalize and submit Harbour Master Plan report

The Plan is intended to be an inclusive and user-friendly document to guide future decision making and support upcoming funding opportunities. It also strives to meet the dual requirements of DFO and District of Ucluelet and balance the unique needs of key partners and stakeholders, including but not limited to commercial and sport fisheries, First Nations, and tourism and recreational users.

- Engagement with key partners and stakeholders has been a critical step in achieving the success of the Plan. The communication and engagement efforts included:
Project website (ESRI Story Map)
- Survey / questionnaire (paper/online)
- Handouts (informally through Director of Parks & Recreation and Harbour Manager)
- Community information boards (e.g. UCC, Small Craft Harbour)
- Virtual group meetings (e.g. commercial fishermen, tourism operators)
- Coordination with Department of Fisheries & Oceans (DFO)
- Once adopted will be shared with the community



The Harbour Master Plan has identified both short-term and long-term goals. The following areas have been targeted for specific recommendations on a short term and ongoing basis. (see Appendix A for detailed recommendations and responsibilities).

1. Supporting reconciliation
2. Environmental Protection
3. Harbour Management and Operations
4. Commercial and Recreational Access
5. Pedestrian and Visitor Experience
6. Inner Boat Basin
7. Outer Boat Basin
8. Whiskey Dock
9. Pat Leslie Memorial Boat Launch
10. Alder Street Park

OPTIONS REVIEW:

1. **THAT** the Harbour Authority direct staff to amend the draft Ucluelet Harbour Master Plan by a)_____, b)_____ c)_____ and further;

THAT the Harbour Authority direct Staff to forward the amended Ucluelet Harbour Master Plan to the Department of Fisheries & Oceans (DFO) for their review and approval.

2. **THAT** the Harbour Authority direct Staff to forward the Draft Ucluelet Harbour Master Plan to the Department of Fisheries & Oceans (DFO) for their review and approval.

3. **THAT** the Harbour Authority direct staff to amend the draft Ucluelet Harbour Master Plan by a)_____, b)_____ c)_____ and bring the amended draft Ucluelet Harbour Master Plan for review at the next Harbour Authority Meeting.

Respectfully submitted: Abigail K. Fortune, Director of Parks & Recreation

UCLUELET HARBOUR MASTER PLAN*

SEPTEMBER 1, 2021

2021

*Update to previous 2012 Harbour Master Plan



Prepared for:



Abby Fortune

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File:

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Phil Rinn & Tenille Thompson (Urban Systems Ltd.)

Key contributors:

- Ucluelet Harbour Authority (UHA)
- Kevin Cortes, Harbour Master
- Denise Stys-Norman, Executive Director, Tourism Ucluelet
- All partners, stakeholder and community members who attended the Virtual Workshops and/or participated part in the Community Engagement activities (refer to Appendices)

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APPENDICES

- A** – HARBOUR REGULATION BYLAW
- B** - OFFICIAL COMMUNITY PLAN POLICY REVIEW
- C** – DFO CONDITION INSPECTION & ASSET REPAIR LIST
- D** – VFA CONDITION INSPECTION & 20-YEAR CAPITAL COST PROJECTION
- E** – HISTORIC & FORECASTED HARBOUR EXPENSES & REVENUE
- F** – PUBLIC ENGAGEMENT SUMMARY & MAPS
- G** – VIRTUAL WORKSHOPS SUMMARY

SECTION 1.0

INTRODUCTION



The Ucluelet Inlet and its harbours are fundamental to the region's economy and a defining feature of the community. Since time immemorial, local Yuuluʔifʔath (Ucluelet) and 'tukwaaʔath (Toquaht) First Nations communities have occupied, benefitted from and governed the lands, resources and waters within this traditional territory, underpinning their culture, economy and spiritual way of life. The District of Ucluelet is proud of its continued and evolving relationship with the Yuuluʔifʔath and 'tukwaaʔath, whose culture and presence throughout the region remains strong and vibrant.

European and Asian settlers were attracted to the area's harbours for shelter and supplies and the continually evolving economy, which was historically focused on sealing and whaling. Today, the District's harbours predominantly play host to commercial fishing fleets, tourism charters, marine researchers, transportation vessels, the federal Coast Guard, and a variety of recreational users.

This 2021 Harbour Master Plan (HMP) represents an update to the previous 2012 HMP, which provided the District with a focused vision and prioritized action plan for its harbours and infrastructure. This updated 2021 HMP builds upon that original vision while striving to meet the community's diverse and changing needs and providing pathways for implementation, for example by:

1. Assessing District owned or managed harbour infrastructure, including recommendations and guidance for ongoing maintenance and/or capital improvements, and fostering an economically and socially vibrant community.
2. Supporting the twin pillars of the local economy – harbour-related industries and tourism – in alignment with the community's vision, goals and objectives, for example as developed through the *2020 Draft Official Community Plan (OCP)*, *2017 Economic Development Strategy*, and *2019-2022 Strategic Plan*.
3. Reflecting the priorities of District staff, DFO, partners, stakeholders, user groups and the broader community through the creation of a more effective harbourfront that meets commercial, recreational, industrial, and Federal interests, while maintaining and enhancing the harbours' character and charm.

Specifically, this 2021 HMP provides an outline of the District's harbour areas, analyzes the utilization and condition of the physical infrastructure and associated operating revenues and expenses. Significant community, partner and stakeholder engagement undertaken during the development of the plan (including interactive mapping, surveys and virtual workshops) has informed the summary of challenges and opportunities, guiding principles, and priorities and recommendations for implementation provided within.

1.1 DISTRICT HARBOUR AREAS AT A GLANCE

This section provides a brief overview of key harbour areas within the District of Ucluelet, including contextual information that will set the stage for the subsequent sections that outline moorage utilization, infrastructure, and financial assessments, as well as inform the challenges, opportunities and recommendations within this HMP.

As shown on the Ucluelet Harbour Key Map (**Figure 1**) below, the focus area of the Harbour Master Plan includes the area between the shoreline and the District's legal boundary. It extends from Olsen Bay in the north, along the working waterfront and Village Centre, to Hyphocus Island and Spring Cove in the south. Key harbour assets and District amenities are also shown in the following map enlargements:

- ▶ **Figure 2** – North Harbour Map
- ▶ **Figure 3** – Central Harbour Map
- ▶ **Figure 4** – South Harbour Map

The District's harbours have historically been managed by the federal Department of Fisheries and Oceans (DFO), within their Small Craft Harbour division. Federally-controlled harbours were divested to District control in 2006 – ceding management and oversight to the Ucluelet Harbour Authority (UHA). The federal Small Craft Harbours currently operated by the UHA include:

- ▶ Small Craft Harbour, including:
 - Inner Boat Basin
 - Outer Boat Basin
 - 52 Steps Dock

Other harbours and waterfront amenities under District control (outside of the Small Craft Harbour program) include:

- ▶ Whiskey Dock (Main Street Wharf)
- ▶ Pat Leslie Public Boat Launch
- ▶ Alder Street Park

Ucluelet Harbour Master Plan Project Context Map

North

Centre

South



 Harbour Boundary

0 125 250 500
m

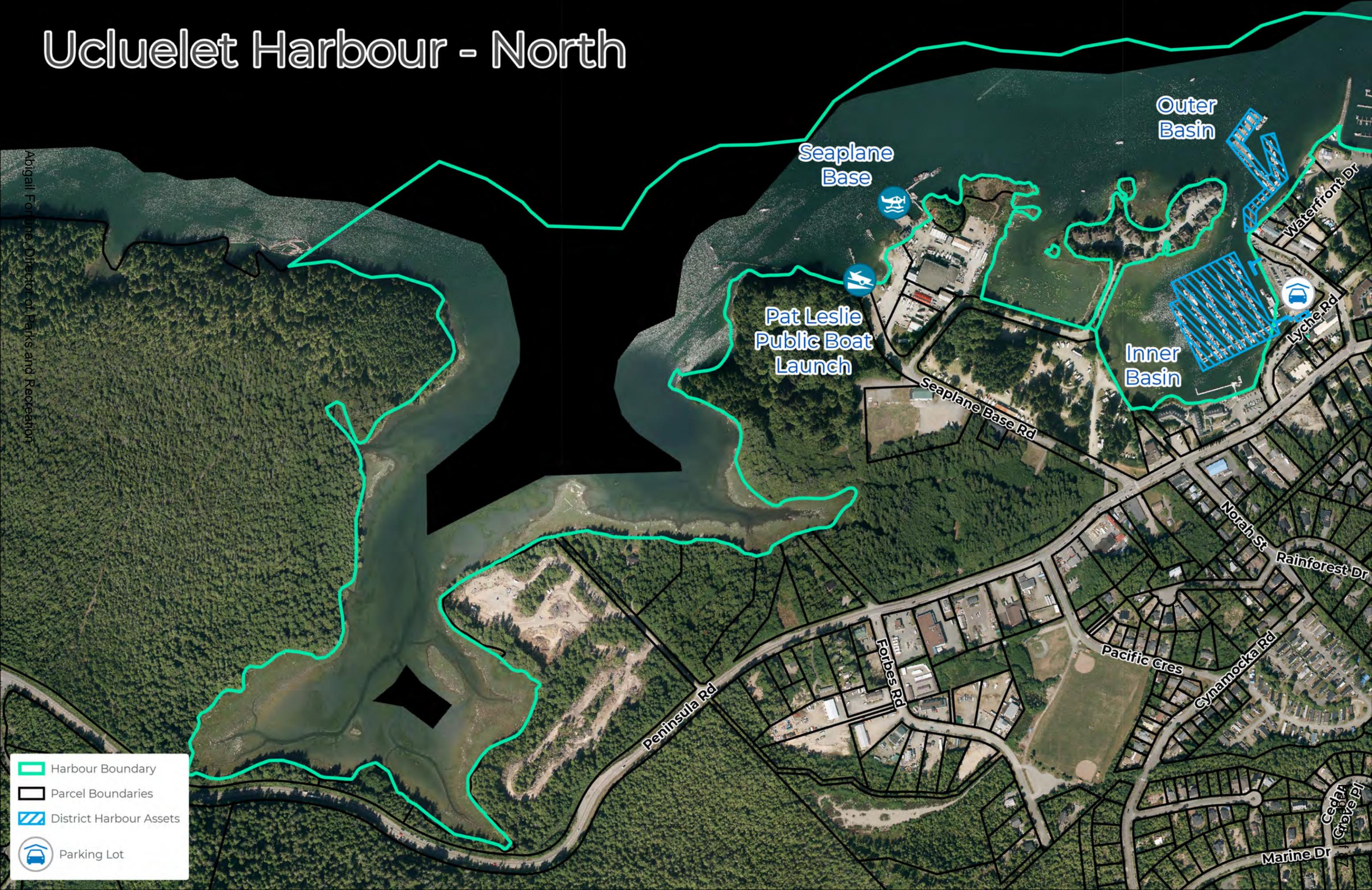
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When displayed at 11x17



Ucluelet Harbour - North

Abigail Forune, Director of Parks and Recreation



-  Harbour Boundary
-  Parcel Boundaries
-  District Harbour Assets
-  Parking Lot

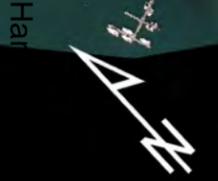
Ucluelet Harbour - Centre

Plan Abigail Fortune, Director of Parks and Recreation



-  Harbour Boundary
-  Parcel Boundaries
-  District Harbour Assets
-  District Projects
-  Ucluelet District Office
-  Ucluelet Aquarium

Ucluelet Harbour - South



52 Steps Dock



Imperial Lane

Matterson Dr

Otter St

Pine Rd

Garden St

Peninsula Rd

Alder Street Park

Alder St

Marine Dr

Helen Rd

Reef Point Rd

Coast Guard Rd

Kimoto Dr

Elina Rd

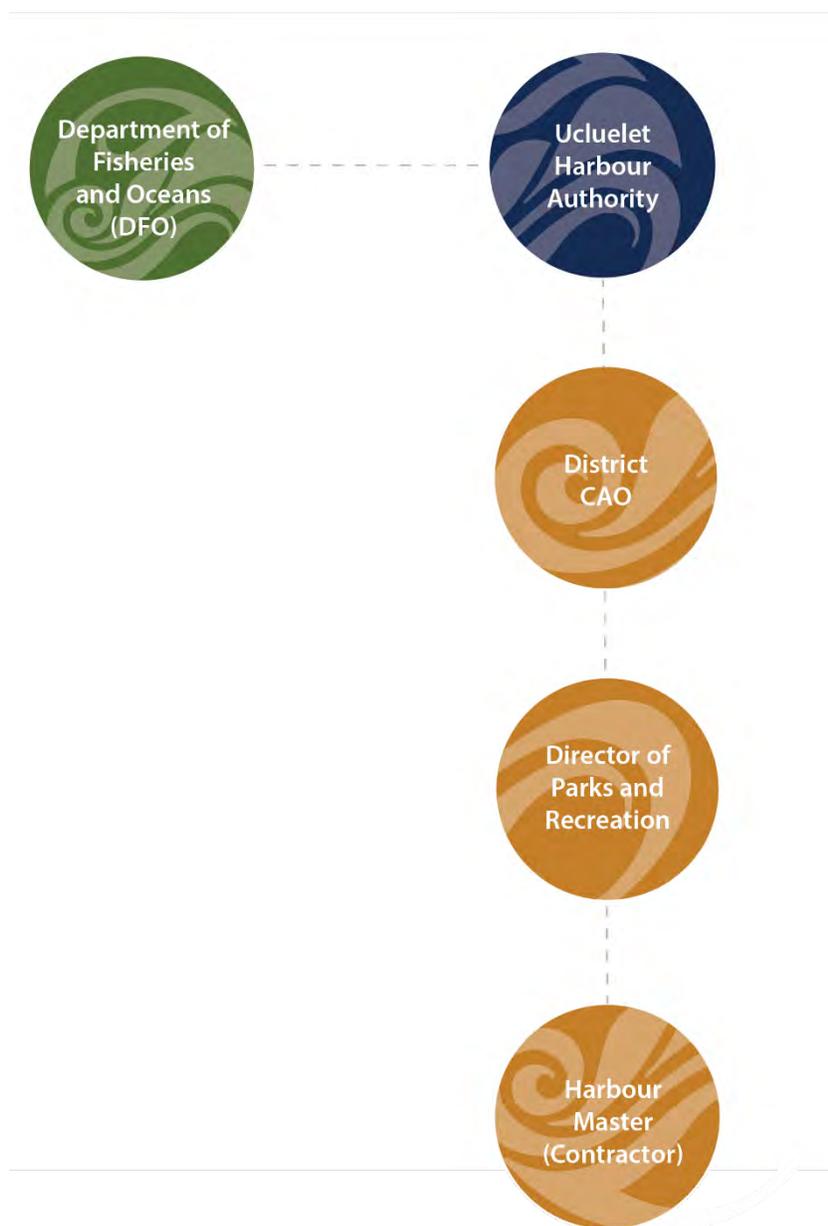
-  Harbour Boundary
-  Parcel Boundaries
-  District Harbour Assets
-  District Park

1.2 HARBOUR GOVERNANCE AND PARTNERSHIPS

Harbours are governed by the Ucluelet Harbour Authority (UHA), which meets four (4) times per calendar year. Day-to-day operations of the harbour are undertaken by the Harbour Master, who oversees all operations and maintenance of the District’s harbours and ultimately reports to Ucluelet’s Director of Parks and Recreation. **Figure 5** below provides a visual representation of Ucluelet Harbour’s governance structure.

It is important to note that since the last Harbour Master Plan update in 2012, the former Harbour Advisory Commission (HAC) has been dissolved. The HAC was a volunteer commission which previously supported decision-making and general oversight of harbour operations. The responsibilities of the HAC have been consolidated with those of the UHA.

Figure 5. Ucluelet Harbour Governance Structure



1.2.1 HARBOUR REGULATION BYLAW

The District of Ucluelet is empowered to operate, maintain and manage the harbour facilities owned by and located within the District through *Harbour Regulation Bylaw No. 1276, 2020*, which includes:

- ▶ Duties and responsibilities of the Harbour Authority
- ▶ General Harbour Regulations
- ▶ Conditions and Regulations for Commercial Fishing Vessels, Charter Vessels, Recreational Vessels, and Liveboards
- ▶ Moorage Rates

The Harbour Regulation Bylaw has been included for reference within **Appendix A**.

1.2.2 PARTNERSHIPS WITH FEDERAL AGENCIES

Federal agencies play a key role in the operation and maintenance of harbour infrastructure and services, thus fostering productive relationships with these departments is an important and significant opportunity for the District. The Department of Fisheries and Oceans (DFO) is a key partner in the operation of Ucluelet's commercial harbours. For example, DFO owns and leases the Small Craft Harbour (Inner Boat Basin and Outer Boat Basin) to the District of Ucluelet on behalf of the Crown and provides support to the interests of the commercial fishery and local First Nations, including the enforcement of federal law included within the *Fisheries Act*.

The Canadian Coast Guard also plays a unique and important role in the water in and around Ucluelet's harbours as both emergency responders by sea and air, but also as significant landowners and operators of facilities and vessels. Recent enhancements to the Coast Guard's West Coast operations includes the development of a new Communications Centre within Amphitrite Point Park.

1.2.3 PARTNERSHIPS WITH LOCAL FIRST NATIONS

Ucluelet is situated in the traditional territory of the Yuułuꞵiꞵꞵath (Ucluelet First Nation), whose community is based immediately across the harbour at Hitacu. The Yuułuꞵiꞵꞵath are one of the five Maa-Nuulth Treaty First Nations along with the nearby 'tukwaaꞵath (Toquaht Nation). The economies of the Yuułuꞵiꞵꞵath, 'tukwaaꞵath and the District of Ucluelet are inexorably linked and all share a close tie to the area forests, fisheries, and visitor economy. Members of all three communities regularly intermingle in town where many live, work, go to school, shop, and access services.

The District is eager to build upon their existing positive working relationship with both Yuułuꞵiꞵꞵath and 'tukwaaꞵath and to explore shared goals and opportunities that support common community needs and interests, including within Ucluelet Harbour. Refer to *Section 3.1 – Community Engagement*, as well as the District's *2020 Draft Official Community Plan* for more information.

1.2.4 WATER LOTS

Water lots are an important component of the fabric of Ucluelet's harbours, providing opportunities for a broad range of uses and development along the harbourfront. There are currently dozens of surveyed water lots around Ucluelet's harbours that are both privately and publicly owned. For example:

- **Small Craft Harbour** is composed of three water lots: *Lot 1877* (52 Steps Dock), *Lot 1977* (Outer Boast Basin), and *Lot 2084* (Outer Boat Basin);
- **Whiskey Dock** (Main Street Wharf) is a single water lot (*Lot 1689*)

Development of water lots is regulated by specific marine zones within the District of Ucluelet's *Zoning Bylaw*. As outlined in the OCP, water lots typically include docks, fishing vessel moorage, vessel loading and unloading, fish processing and support industries, tourist and recreation facilities, marine residential, environmental protection, utilities, or log storage. This diversity of marine uses in Ucluelet's harbours reflects the important role of water lots in marine development and infrastructure. *Policy 3.128* within the OCP also states the District's intent to "review all existing water lots and the appropriate location of potential marine uses", which could affect how water lots are developed in the future.

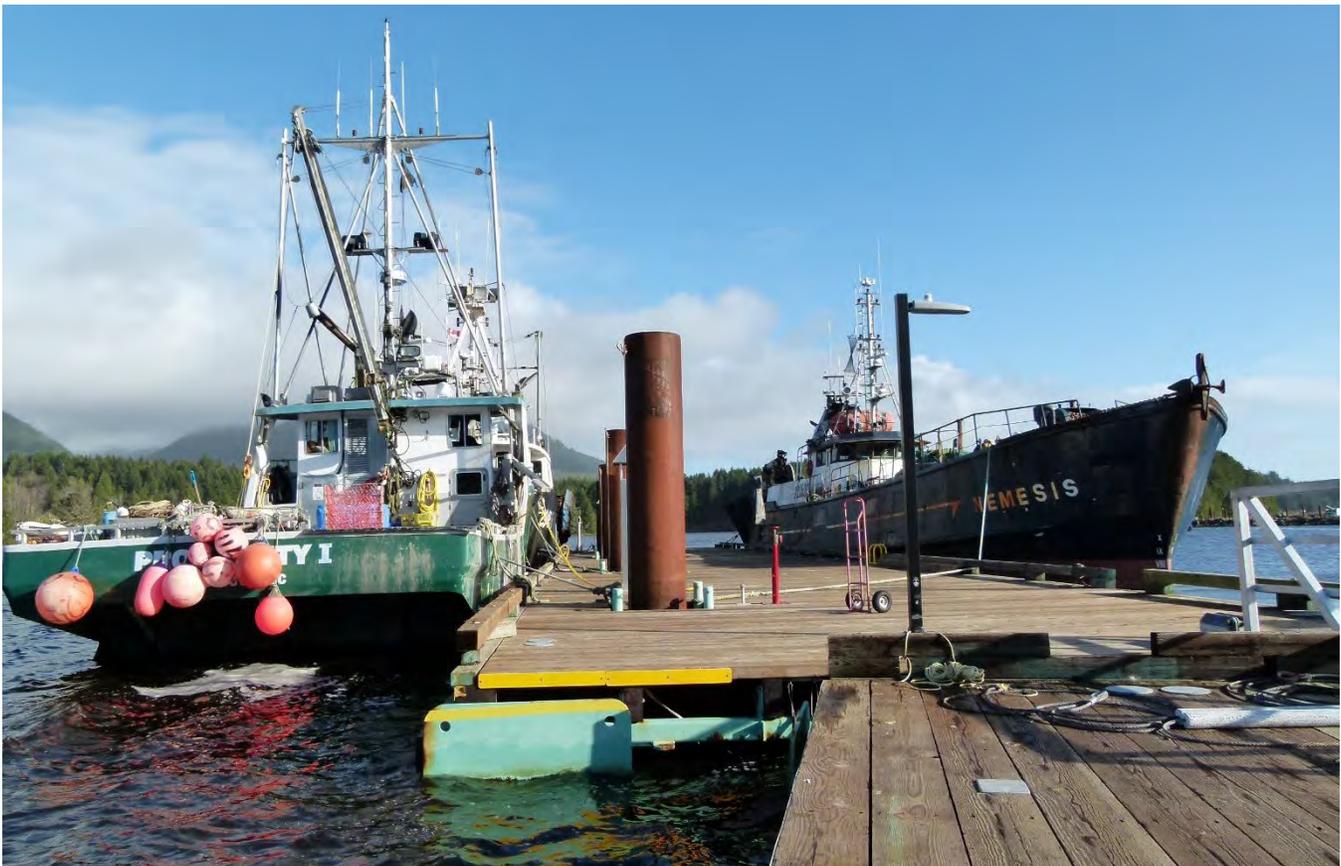


Image 1. Commercial vessels at Outer Boat Basin

1.2.5 MARINE CONSERVATION AND MARINE PROTECTED AREAS (MPA)

Within the District's *2020 Draft Official Community Plan*, "all water areas located between the shoreline and the District boundaries (excluding areas designated as water lots), are designated as 'Marine Conservation.'" Per *Policy 3.130* of the OCP, regional partners are invited to participate in developing a comprehensive "Healthy Inlet / Safe Harbour" management plan for the Ucluelet inlet., including:

- ▶ Habitat sensitivity, protection and enhancement
- ▶ Coordinated approach to clean-up and avoiding future contamination (sewage, plastics, derelict vessels, etc.)
- ▶ Coordinated policy for liveaboard moorage and sewage disposal
- ▶ Overview of type, amount and location of landing and moorage facilities

Conservation of the natural environment has also been mandated by senior levels of government and is an essential consideration for the Harbour Master Plan. The *Canada-British Columbia Marine Protected Area Network Strategy*¹ is a key document for the future of marine conservation in Canada and provides guidance for the design of a network of Marine Protected Areas (MPA's) on Canada's Pacific Coast. It also outlines a vision and goals to help guide MPA establishment and regional planning initiatives and identifies ecological, social, economic, and cultural design principles for the creation of effective, functional networks.

Through this approach, the District of Ucluelet is able to work together with other levels of government and community partners to provide regional consistency for planning and establishing new MPA's, a formal mechanism for coordinating a range of other management tools, and improved delivery of commitments to protect marine biodiversity.



Image 2. View of Ucluelet Inlet (looking north-west)

¹ <https://www.dfo-mpo.gc.ca/oceans/publications/mpabc-cbzpm/index-eng.html>

1.3 ALIGNMENT WITH OTHER DISTRICT PLANS

The Harbour Master Plan does not exist in isolation from other planning documents; rather, it helps establish key priorities, goals, and provides essential direction to the District on how best to administer the Harbour. The following section identifies useful context and linkages between the Harbour Master Plan and other strategic District plans.

1.3.1 2020 DRAFT OFFICIAL COMMUNITY PLAN (OCP)

The *2020 Draft Official Community Plan (OCP)* provides important guiding principles and policy for decision-making within the District. The policy directions contained within the OCP aim to realize the vision of Ucluelet as a vibrant, natural, and active community. The Harbour Master Plan reflects this vision while also remaining consistent with the following guiding principles from the OCP:

1. Protect natural areas and ecological function;
2. Maintain and enhance Ucluelet's unique character and preserve its heritage;
3. Foster a welcoming and complete community;
4. Build a diverse and dynamic local economy;
5. Create a compact and vibrant Village Square;
6. Develop and maintain top quality parks, trails, recreation and community services for residents and visitors;
7. Broaden the spectrum of housing options to improve the availability of appropriate, affordable housing for all;
8. Increase transportation choice and reduce automobile trips;
9. Manage growth in balance with jobs, infrastructure investments, and the provision of services; and,
10. Embrace the challenge of addressing the causes and impacts of climate change

Additionally, the OCP contains notable policies that offer strong alignment and support to the community's vision for the harbourfront. **Appendix B** outlines policies that will guide and affect future development and operations in the District's harbours and are particularly relevant to the Harbour Master Plan process, including:

- ▶ Marine Transportation
- ▶ Food Security
- ▶ Village Square
- ▶ Tourism / Commercial Land Uses
- ▶ Industrial Land Uses
- ▶ General Marine Uses
- ▶ Small Craft Harbour
- ▶ Water Lots
- ▶ Marine Conservation

1.3.2 2017 ECONOMIC DEVELOPMENT STRATEGY

The District's Economic Development Strategy provides guidance for commercial and economic development initiatives in Ucluelet. The intention is to support the District's efforts to create a more prosperous local economy that offers diverse employment and business opportunities while supporting excellent public amenities and services.

Of particular relevance to the Harbour Master Plan is *Goal # 4: Support and Build on the Twin Pillars of the Economy: Harbour-related Industries Tourism*, which outlines the following strategies related to physical infrastructure and industries within the District's harbours:

Strategy 16	Continue to work with the Department of Fisheries and Oceans (DFO) and Industry to maximize the effectiveness of the harbour for commercial fishing operations.
Strategy 17	Support the continued operation and expansion of marine support services.
Strategy 18	Support the commercial fishing, aquaculture, and processing sectors in the development of new and higher-value seafood products.
Strategy 19	Support the expansion and diversification of tourism amenities and attractions.

1.3.3 2019-2022 STRATEGIC PLAN

While the *2019-22 Strategic Plan* informs and focuses Council decisions and policies during their four-year term, it also considers a long-term vision for the community and reflects the community's goals and policies developed through the OCP. The Strategic Plan provides guidance to annual budgeting and departmental work plans, and includes the following Community Development goal and strategy:

- ▶ **GOAL:** To have a complete and balanced community by ensuring our amenities and services support liveability and accessibility for all ages, foster and promote economic development opportunities, and accommodate future growth.
- ▶ **STRATEGY:** Complete Harbour Master Plan - Develop long term strategy to guide future development and management of Ucluelet Harbour.

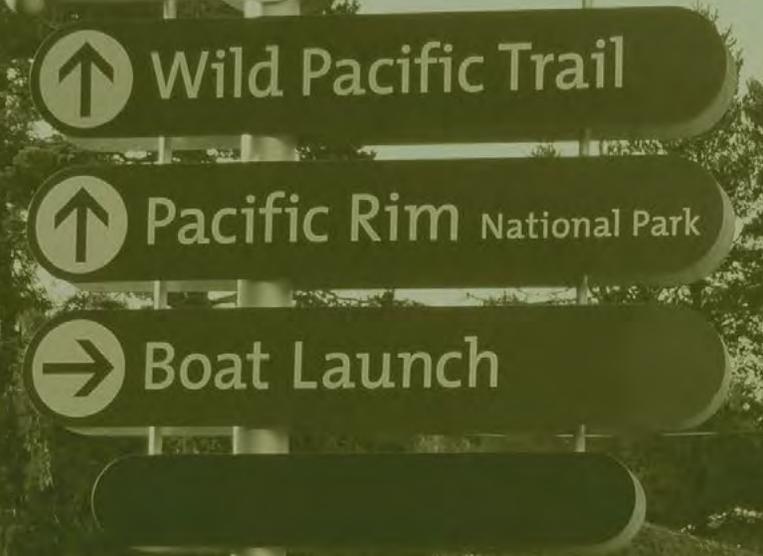
1.3.4 TOURISM MASTER PLAN (UNDER DEVELOPMENT)

Tourism is one of Ucluelet's main economic drivers, employing 400-500 people regionally and generating \$50-60 million in regional spending each year². The District of Ucluelet and Tourism Ucluelet are currently preparing a Tourism Master Plan. Together with input from local businesses, government, cultural organizations, community-based groups and residents, the Plan is intended to:

- ▶ Identify a shared community vision for tourism, and strategies to achieve it
- ▶ Build on the assets that have made tourism and collaboration successful to date, while proactively aligning with community expectations
- ▶ Identify new opportunities and strategies for meeting a changing visitor need and demand

The Tourism Master Plan is expected to be completed by the end of 2021.

² <https://www.discoverucluelet.com/>



SECTION 2.0

**HARBOUR
UTILIZATION,
INFRASTRUCTURE
& FINANCIAL
ASSESSMENTS**

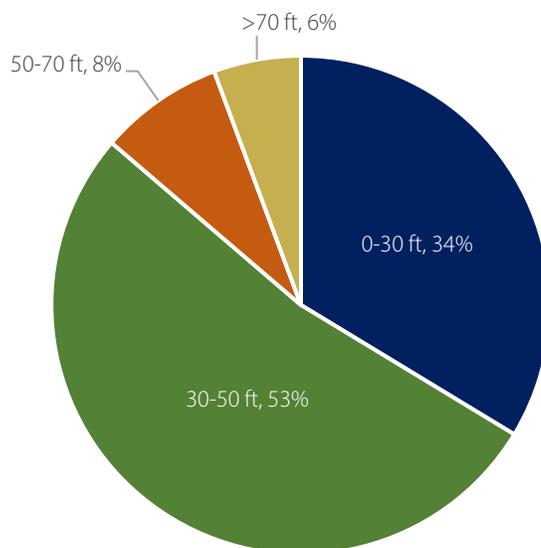
2.1 HARBOUR MOORAGE UTILIZATION

Ucluelet's harbours cater to vessels of various sizes and uses, from small recreational boats to large commercial fishing vessels over 70 feet long. To better understand how the Small Craft Harbour (Inner and Outer Boat Basin, and 52 Steps), and Whiskey Dock are utilized throughout the year, an analysis of the number of vessels according to length was completed from 2019-2020. This assessment builds an appreciation for peak usage periods, patterns between vessel sizes and harbour use, and exceedances of moorage capacity for each of the three harbour areas. It should be noted that the analyses presented below highlight minimal utilization statistics. Minimums are presented due to data gaps (e.g., missing vessel sizes, location, dates, etc.) which limit the amount of usable data for these analyses.

2.1.1 SMALL CRAFT HARBOUR – INNER BOAT BASIN AND OUTER BOAT BASINS

As shown below in **Figure 6**, over 85% of the Inner and Outer Boat Basins' usage in 2019 and 2020 was by vessels under 50 feet long. **Figure 7** shows the daily distribution of vessels staying at the harbour based on size, over the same two-year period. Increased utilization is noted between April and October for vessels less than 50 feet long, while the use of vessels over 50 feet long remains relatively consistent throughout the year.

Figure 6. Small Craft Harbour Vessel Size Utilization 2019-2020



The total moorage length available across both the Inner Boat Basin and Outer Boat Basin, is approximately 4,430 feet. District Staff have indicated that moorage space at the SCH has historically experienced exceedances, which results in vessels either being sent to the 52 Steps Dock or rafting with other vessels (a process by which two or more vessels are moored side by side to a single point on the adjacent dock).

Figure 7. Inner and Outer Boat Basin Vessel Size Count 2019-2020

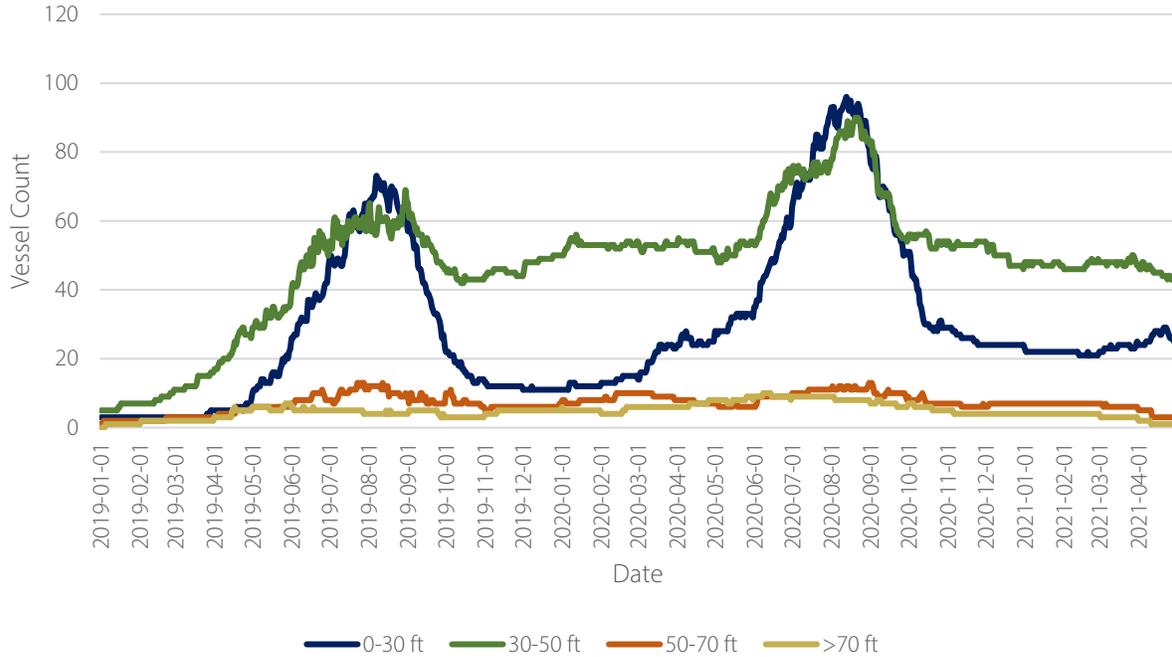


Figure 8. Inner and Outer Boat Basin Vessel Size Utilization 2019-2020

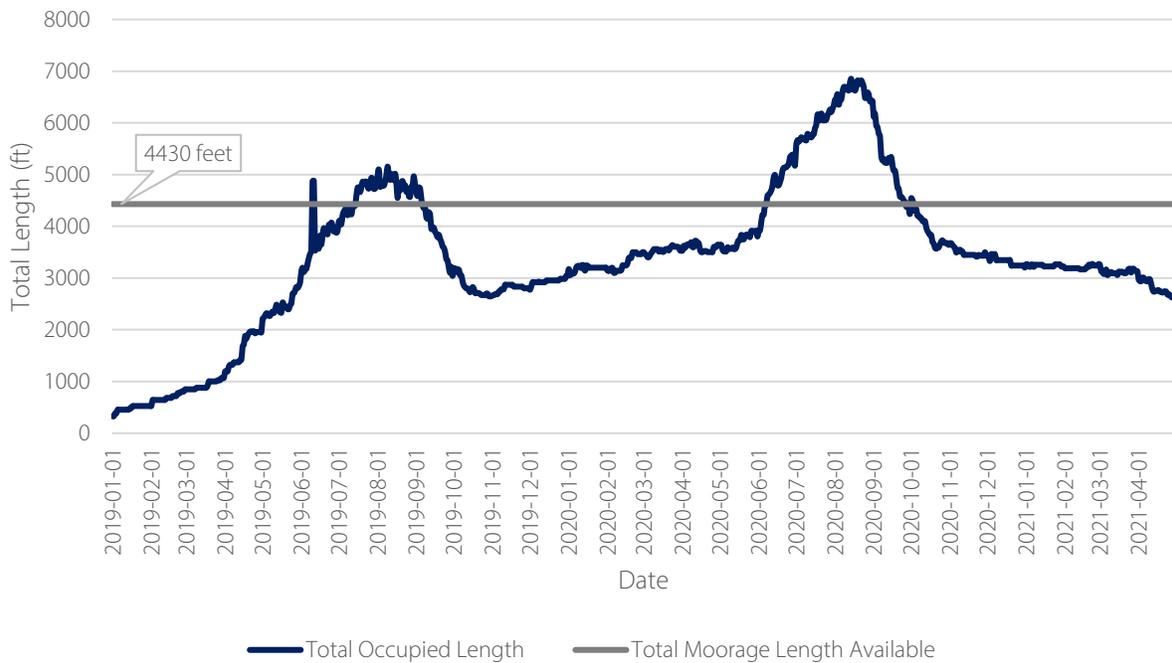


Figure 8 shows the time periods when the total occupied length exceeds the total available moorage length at the SCH, with capacity exceedances (and rafting) primarily evident in the summer months. These findings support District staff's

observations and reinforce the need for additional dock space to accommodate vessel overflows from the Inner and Outer Boat Basin.

2.1.2 SMALL CRAFT HARBOUR - 52 STEPS DOCK

The utilization of 52 Steps Dock is primarily by smaller vessels (under 30 feet long), which accounts for 64% of the harbour’s usage over 2019 and 2020, as shown in **Figure 9**. The next highest vessel usage group are those 30–50 feet in length, which make up approximately 26% of the dock’s usage.

Figure 9. 52 Steps Vessel Size Utilization 2019-2020

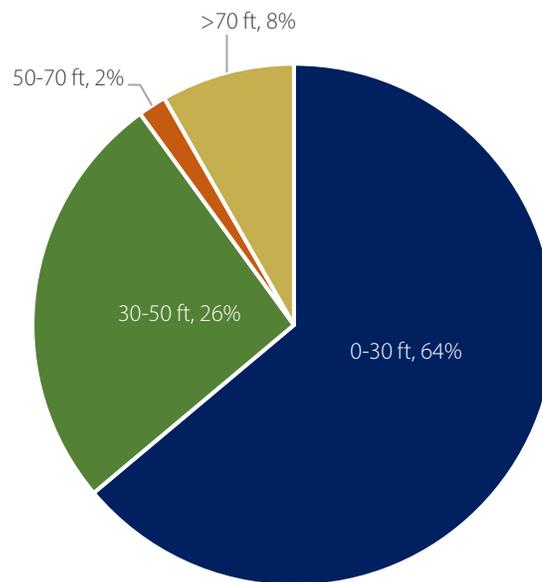
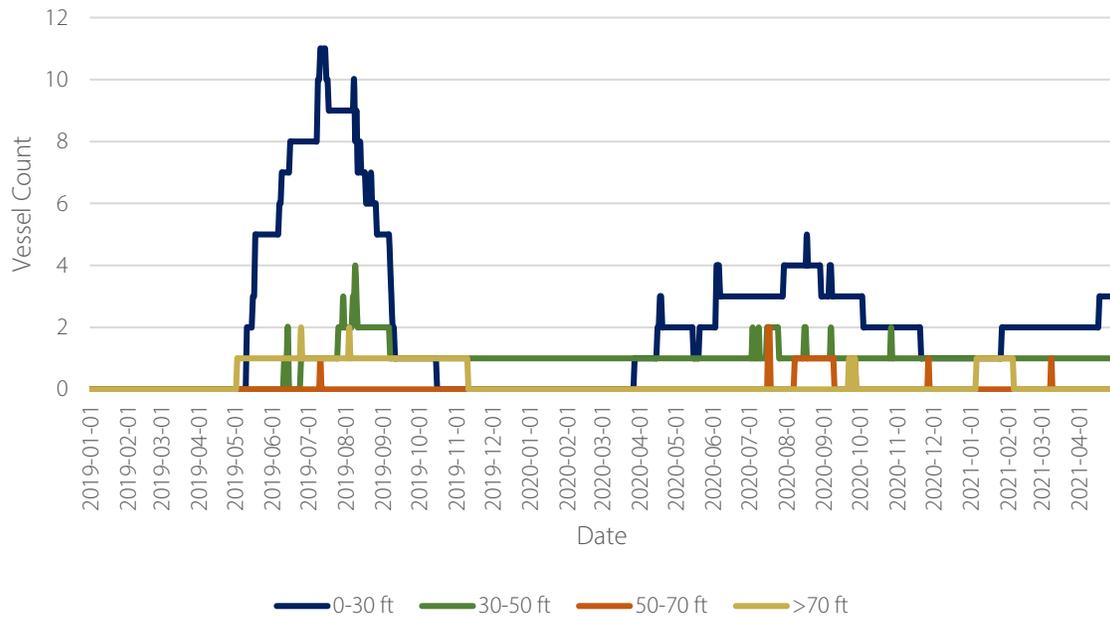


Image 3. 52 Steps Dock - Stair Access

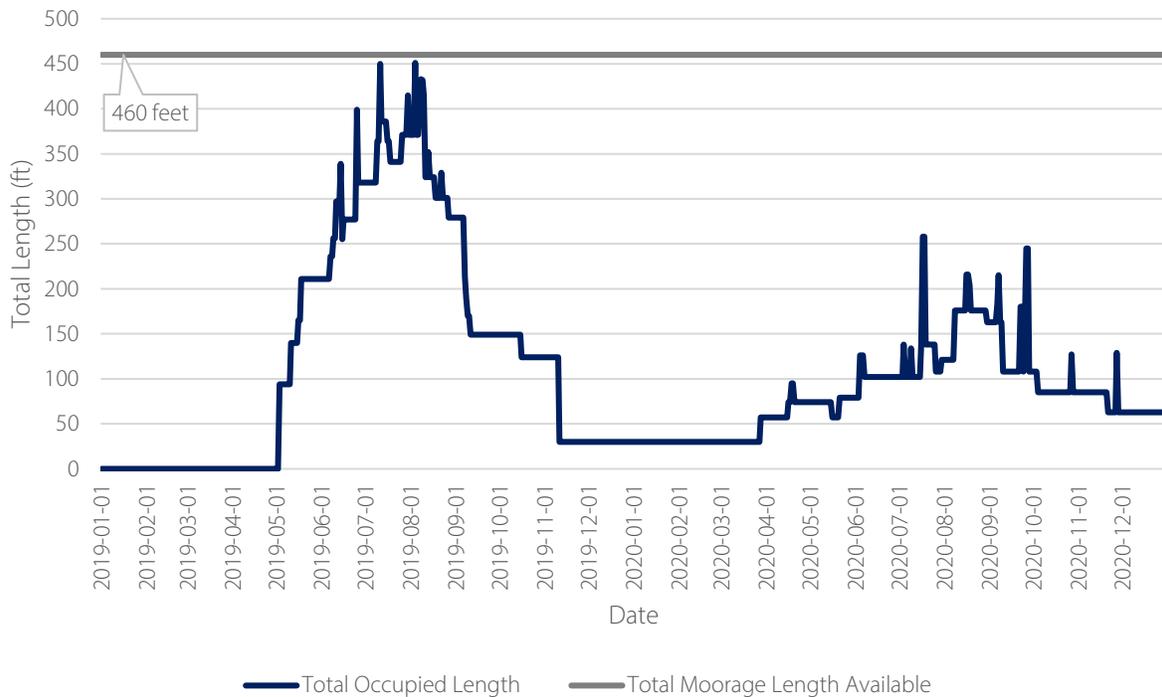
As shown in **Figure 10** below, usage patterns at 52 Steps Dock more closely follow those observed at the Inner and Outer Boat Basin, in which increased usage of vessels are observed in and around the summer months, particularly vessels under 30 feet in length. District staff have indicated that the utilization of 52 Steps summarized below is lower than expected, which may be due to the gaps in data as described above (e.g., missing vessel sizes, locations, dates, etc.)

Figure 10. 52 Steps Vessel Size Count 2019-2020



Unlike the Inner and Outer Boat Basin and Whiskey Dock, usage at 52 Steps Dock does not show any instances of moorage exceedances in 2019 or 2020, as shown in **Figure 11**. The total moorage length available at 52 Steps Dock is roughly 460 feet and the dock currently has a suitable level of capacity to accommodate overflows from the Inner and Outer Boat Basin and Whiskey Dock during periods of high moorage demand.

Figure 11. 52 Steps Vessel Moorage Utilization 2019-2020



2.1.3 WHISKEY DOCK (MAIN STREET WHARF)

The distribution of vessel counts based on length for Whiskey Dock is provided in **Figure 12**. Over 2019 and 2020, vessels over 70 feet long accounted for the dock's primary usage (52%), followed by smaller, mid-sized vessels (30-50 feet) at 23%.

Figure 12. Whiskey Dock Vessel Size Utilization 2019-2020

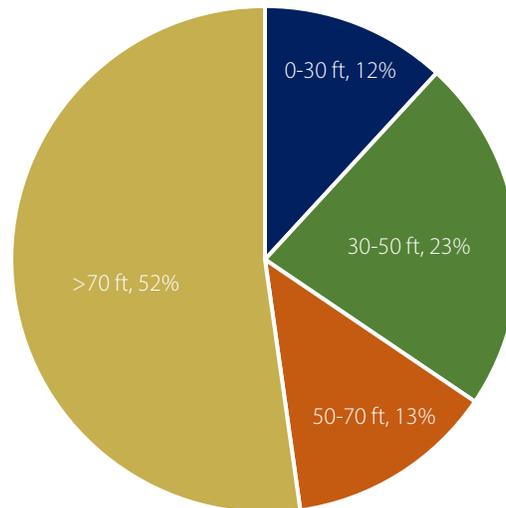


Figure 13 shows less distinct patterns in dock usage based on vessel length at Whiskey Dock, although there is a noticeable influx in vessels over 70 feet long from April 2019 to October 2019. This influx in large vessels contributes to significant exceedances of Whiskey Dock's moorage space, which is approximately 230 feet long. Moreover, **Figure 14** shows that moorage exceedances at Whiskey Dock were common from February 2019 until May of 2020, with rafting being a common practice during this period. Continued tracking of vessel size and duration of stay is recommended to further inform capacity exceedance patterns at Whiskey Dock.

Figure 13. Whiskey Dock Vessel Size Count 2019-2020

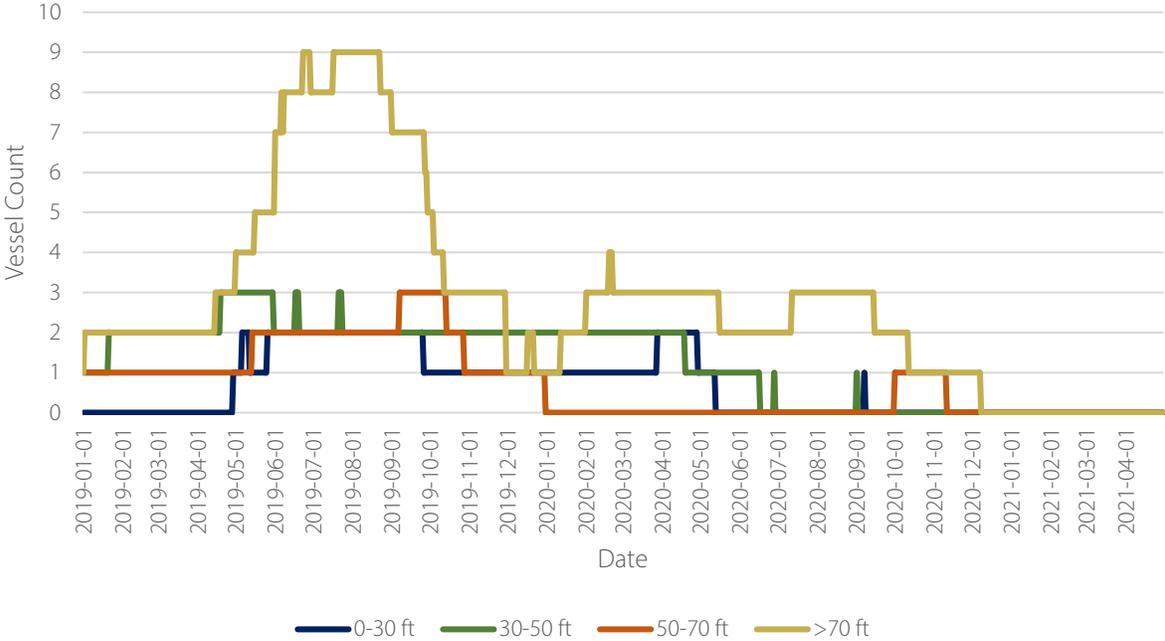
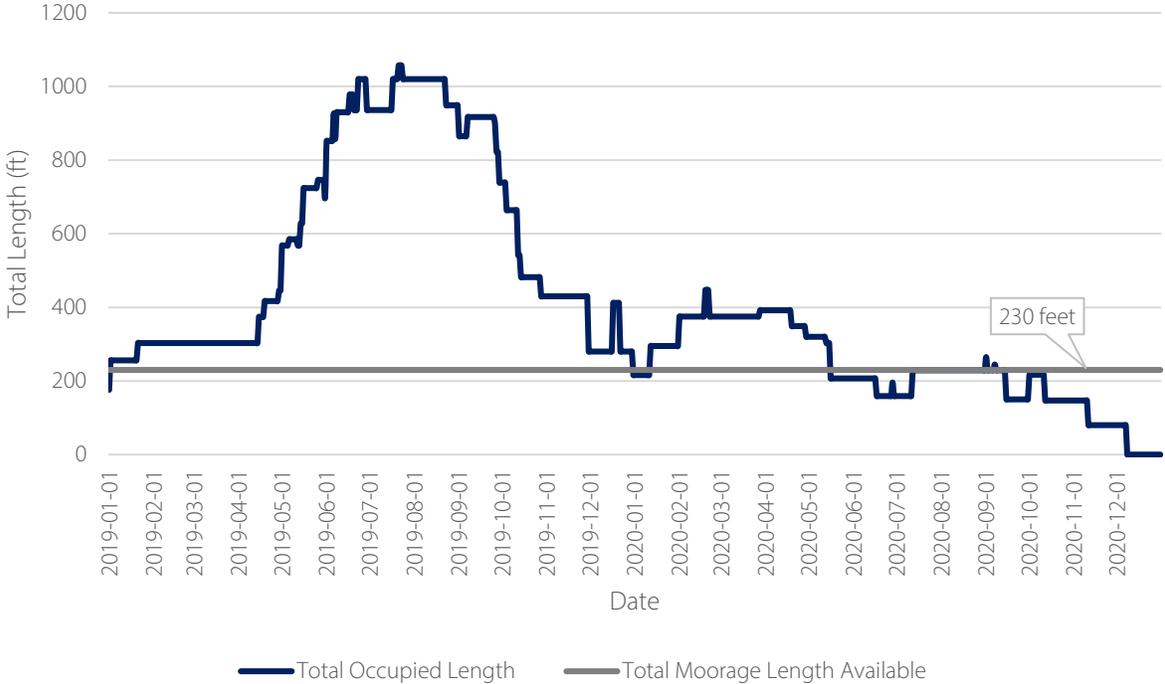


Figure 14. Whiskey Dock Moorage Utilization 2019-2020



2.2 EXISTING MARINE INFRASTRUCTURE ASSESSMENT AND RENEWAL

Condition inspections and assessments are common practices used to evaluate the condition of various infrastructure assets and help predict repair and replacement needs, including associated costs and timing. Between 2017 and 2019, five separate condition assessments have been completed across Ucluelet's harbours, including the Inner and Outer Boat Basins, 52 Steps, and Whiskey Dock. As discussed in further detail below, two of these assessments were initiated by the Department of Fisheries and Oceans (DFO), with the other three commissioned by the District of Ucluelet. The following sections provide an overview of the approach and key findings for each of these assessments followed by a summary to help guide the District in how to use these reports for short and long-term investment planning.

2.2.1 DFO-INITIATED INFRASTRUCTURE ASSESSMENT

In 2017 the DFO retained Pelagic Technologies and Moffatt & Nichol to complete respective condition inspections and assessments of Small Craft Harbour's 52 Steps Dock and Inner and Outer Boat Basin. The comprehensive list of recommended assets for repair, their estimated costs and timing are included within **Appendix C**, while a summarized list of the major inventory items and sub-components assessed through these works is presented in **Table 1** below.

Table 1. Asset Inventory: Small Craft Harbour - 52 Steps and Inner Boat Basin and Outer Boat Basin

	Inventory Item	Sub-Component Description	
Small Craft Harbour - 52 Steps (Pelagic Technologies)	Timber Stairway	<ul style="list-style-type: none"> Handrail and posts Decking 	<ul style="list-style-type: none"> Power support pole Fireline pipe
	Pedestrian Approach/ Wharfhead	<ul style="list-style-type: none"> Timber pilings (pedestrian approach) Pilings with bracing (Wharfhead) Caps Stringers 	<ul style="list-style-type: none"> Curbs Decking Handrails Short stairway Fireline pipe
	Float	<ul style="list-style-type: none"> Galvanized gangway Anchor chains Timber dolphin piles Decking Bull rail 	<ul style="list-style-type: none"> Facia Electrical power Water services Lamps
Small Craft Harbour - Inner & Outer Boat Basin (Moffatt & Nichol)	Approaches	<ul style="list-style-type: none"> Handrail Bull rails Decking Stringers 	<ul style="list-style-type: none"> Pile Caps Piles Braces
	Gangways	<ul style="list-style-type: none"> Truss Decking 	<ul style="list-style-type: none"> Kick board Guide rail
	Rock Breakwater (Inner Only)	<ul style="list-style-type: none"> Erosion and rock settlement 	<ul style="list-style-type: none">
	Floats	<ul style="list-style-type: none"> Bull rails Decking Rub boards 	<ul style="list-style-type: none"> Flotation Guide piles

Finger Floats Perpendicular to Floats	<ul style="list-style-type: none"> • Decking • Floatation 	<ul style="list-style-type: none"> • Frame
Buildings	<ul style="list-style-type: none"> • Harbour master office • Public washrooms • Shed 	<ul style="list-style-type: none"> • Laundry building • Fish cleaning station
Harbour Services	<ul style="list-style-type: none"> • Lighting • Fire protections 	<ul style="list-style-type: none"> • Shore power

A report for each location was published and provides a detailed condition assessment of these sub-components, including a description of key condition findings and recommended renewal actions on an individual basis. This ranges from component replacement to general maintenance (i.e., cleaning). The benefit of reporting on individual components (e.g. each pile), rather than grouping them all together, is that it provides both DFO and the District with a more detailed and highly accurate itemized list of replacement and maintenance needs for immediate, short, and long-term time horizons. However, capital repair estimates included within these reports are only provided for short-term needs (i.e. within 5-years of the assessment) and therefore do not provide a comprehensive understanding of long-term financial needs for Small Craft Harbour.

2.2.1.1 Small Craft Harbour - 52 Steps Dock

At the time of the 52 Steps Dock condition assessment in 2017, the immediate and short-term investment needs required for the next 5 years were estimated to be **\$158,125**. Assuming all actions from this report that require immediate attention have been resolved, the outstanding short-term needs reported for 52 Steps Dock (to be completed by 2022) include:

- ▶ Replacement of the approach / wharfhead handrail, decking and curbs;
- ▶ Replacement of select decking on the float and abrasion to the fascia; and
- ▶ Replacement of the stairway's handrail and decking.

The total cost for these remaining asset needs is approximately **\$141,700**. It should be noted that assets found to be in good condition at the time of this assessment were reported to have a longevity of over 5 years (from the year of inspection in 2017) and therefore, were not reported on in terms of repair needs and are not included within the appended list of asset repairs. This approach requires condition assessments to be conducted, at minimum, on a 5-year basis.

2.2.1.2 Small Craft Harbour – Inner and Outer Boat Basin

At the Inner and Outer Boat Basin, a similar approach was undertaken in which a 5-year projection of capital and operation and maintenance needs were provided from 2017 for assets requiring immediate and short-term repairs. The total cost for these needs were estimated to be approximately **\$649,900**. Additionally, this report provides longer-term residual life estimates for assets in better condition, estimating some to have a remaining lifespan upwards of 10 years (since the 2017 inspection). A completed list of residual life estimates for all assets assessed at the Inner and Outer Boat Basin are also included within **Appendix C**.

Assuming all assets from this report requiring repairs/operation and maintenance prior to March 2021 have been resolved, the outstanding short-term needs reported for the Inner and Outer Boat Basins include:

- ▶ Cleaning of two piles by March 2022:
 - One at a float in the Inner Boat Basin,
 - One at the approach of Outer Boat Basin

The capital cost for these remaining asset needs is roughly **\$4,300**. Moffatt & Nichol recommended that assets be inspected every 36-months.

2.2.2 DISTRICT-INITIATED INFRASTRUCTURE ASSESSMENT

In 2019, the District procured VFA Inc. (VFA) to complete an asset inventory and assessment at 52 Steps Dock, Inner Boat Basin and Whiskey Dock. Note, no VFA assessment was complete for Small Craft Harbour's Outer Boat Basin. A list of the major inventory items and sub-components assessed by VFA are summarized in **Table 2**.

Table 2. Asset Inventory (by VFA Inc.)

	Inventory Item	Sub-component Description	
Small Craft Harbour - 52 Steps	Floating Docks	<ul style="list-style-type: none"> • Exterior enclosure • Site • Structure 	<ul style="list-style-type: none"> • Plumbing system • Electrical • Fire protection
	Ramp	<ul style="list-style-type: none"> • Structure 	
	Stairs	<ul style="list-style-type: none"> • Exterior enclosure • Site • Structure 	<ul style="list-style-type: none"> • Electrical • Fire protection
Small Craft Harbour - Inner Boat Basin	Floating Docks	<ul style="list-style-type: none"> • Exterior enclosure • Interior construction and conveyance • Site • Structure 	<ul style="list-style-type: none"> • Plumbing system • Electrical • Fire protection
	Ramp 1 and 2	<ul style="list-style-type: none"> • Structure 	
	Buildings	<ul style="list-style-type: none"> • Exterior enclosure • Structure • HVAC system • Electrical 	<ul style="list-style-type: none"> • Plumbing system • Interior construction and conveyance
Whiskey Dock	Floating Docks	<ul style="list-style-type: none"> • Exterior enclosure 	<ul style="list-style-type: none"> • Site
	Ramp	<ul style="list-style-type: none"> • Structure 	
	Main Dock	<ul style="list-style-type: none"> • Exterior enclosure • Interior construction and conveyance • Site 	<ul style="list-style-type: none"> • Structure • Electrical • Fire protection

This analysis reported on the following parameters for each sub-component listed in Table 2 (a summary of these outcomes is also provided within **Appendix D**).

- ▶ Lifetime (i.e., design life);
- ▶ Year of Installation;
- ▶ Fiscal year for renewal; and
- ▶ Costs of renewal actions

Furthermore, the approach of the VFA assessment groups common assets together at key locations. For example, VFA assigns a single lifetime estimate, install year, fiscal year for renewal, and renewal cost for all piles at the Inner Boat Basin's floating docks, whereas Moffatt & Nichol (similar to Pelagic Technologies' approach) assigns these parameters on a pile-by-pile basis. As a result, VFA's approach will have all piles at Inner Boat Basin's floating docks being renewed in the same year. Additionally, VFA's approach differs from the DFO-initiated assessments in that recommendations appear to focus strictly on renewal and do not specify/differentiate actions around cleaning, repairs, or other operation/maintenance needs. Lastly, although the DFO-initiated assessments appear to be more in-depth, VFA's work is more detailed in terms of utility infrastructure needs such as electrical, plumbing, etc.

A benefit of VFA's assessment is the inclusion of capital needs for all assets requiring renewal, short, and long-term. This allows a projection of replacement costs to be determined for the SCH (Inner Boat Basin and 52 Steps), and Whiskey Dock, over the next 20-years and allows an average annual investment for each dock to be determined which is the primary take-away from VFA's work.

To do this, the 2019 renewal action costs provided by the VFA were inflated to 2021 dollars using the building cost index provided by the Engineering News Record, from September 2019-July 2021, as shown in **Appendix D**. The short (2021-2024), medium (2026-2030) and long-term (2030-2041) financial needs for each of the docks are summarized respectively in **Tables 3, 4, and 5** below.

The 20-year investment needs at each location are determined by adding the short, medium and long-term financial needs together. When this is done, the 20-year total investment needs at each dock are approximately:

- ▶ SCH - 52 Steps: \$272,500
- ▶ SCH - Inner Boat Basin: \$2,182,600
- ▶ Whiskey Dock: \$615,800

These 20-year estimates are presented location by location in **Figures 15, 16 and 17**, whereby each inventory item (e.g., floating dock, ramp etc.) is mapped and valued relative to its 20-year replacement needs. It should be noted that the financial needs identified in this assessment for Small Craft Harbour (52 Steps and Inner Boat Basin) are the responsibility of the DFO, whereas those indicated for Whiskey Dock are the District's responsibility.

Table 3. Short-term Asset Improvement Needs (by VFA Inc.)

Short-Term (2021-2025)	Small Craft Harbour - 52 Steps			Small Craft Harbour - Inner Boat Basin					Whiskey Dock		
	Floating Docks DS008	Ramp DS009	Stairs DS007	Floating Docks DS001	Ramp 1 DS002	Ramp 2 DS003	Bathroom and Laundry Building BD009	Building BD008	Floating Docks DS006	Ramp DS005	Main Dock DS004
Electrical	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,066	\$ 27,966	\$ -	\$ -	\$ -
Exterior Enclosure	\$ 8,298	\$ -	\$ 7,780	\$ 70,536	\$ -	\$ -	\$ 82,607	\$ 16,530	\$ 5,187	\$ -	\$ 26,814
Fire Protection	\$ -	\$ -	\$ 22,765	\$ 88,019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interior Construction and Conveyance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,400	\$ 2,776	\$ -	\$ -	\$ -
HVAC System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,202	\$ -	\$ -	\$ -	\$ -
Plumbing System	\$ 23,570	\$ -	\$ -	\$ 67,427	\$ -	\$ -	\$ 10,809	\$ -	\$ -	\$ -	\$ -
Site	\$ 58,795	\$ -	\$ 47,285	\$ 999,513	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structure	\$ -	\$ -	\$ 42,784	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,258	\$ -
Sub-Total	\$ 90,664	\$ -	\$ 120,614	\$1,225,495	\$ -	\$ -	\$ 148,085	\$ 47,272	\$ 5,187	\$ 40,258	\$ 26,814
Total	\$ 211,278			\$1,420,852					\$ 72,259		
Annual Average	\$ 52,819			\$ 355,213					\$ 18,065		

Table 4. Medium-term Asset Improvement Needs (by VFA Inc.)

Medium-Term (2026-2030)	Small Craft Harbour - 52 Steps			Small Craft Harbour - Inner Boat Basin					Whiskey Dock		
	Floating Docks DS008	Ramp DS009	Stairs DS007	Floating Docks DS001	Ramp 1 DS002	Ramp 2 DS003	Bathroom and Laundry Building BD009	Building BD008	Floating Docks DS006	Ramp DS005	Main Dock DS004
Electrical	\$ 4,586	\$ -	\$ 38,805	\$ 28,665	\$ -	\$ -	\$ 9,251	\$ -	\$ -	\$ -	\$ 32,604
Exterior Enclosure	\$ -	\$ -	\$ -	\$ 6,602	\$ -	\$ -	\$ 17,980	\$ 8,774	\$ -	\$ -	\$ -
Fire Protection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interior Construction and Conveyance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 814	\$ 2,552	\$ -	\$ -	\$ -
HVAC System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plumbing System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,003	\$ 2,063	\$ -	\$ -	\$ -
Site	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structure	\$ -	\$ -	\$ -	\$ -	\$ 46,968	\$ 46,968	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ 4,586	\$ -	\$ 38,805	\$ 35,267	\$ 46,968	\$ 46,968	\$ 36,048	\$ 13,389	\$ -	\$ -	\$ 32,604
Total	\$ 43,392			\$ 178,641					\$ 32,604		

Table 5. Long-term Asset Improvement Needs (by VFA Inc.)

Long-Term (2031-2041)	Small Craft Harbour - 52 Steps			Small Craft Harbour - Inner Boat Basin					Whiskey Dock		
	Floating Docks DS008	Ramp DS009	Stairs DS007	Floating Docks DS001	Ramp 1 DS002	Ramp 2 DS003	Bathroom and Laundry Building BD009	Building BD008	Floating Docks DS006	Ramp DS005	Main Dock DS004
Electrical	\$ -	\$ -	\$ -	\$ 385,199	\$ -	\$ -	\$ 4,147	\$ 9,466	\$ -	\$ -	\$ -
Exterior Enclosure	\$ 8,298	\$ -	\$ 7,780	\$ 70,536	\$ -	\$ -	\$ 11,359	\$ 5,543	\$ 5,187	\$ -	\$ 26,814
Fire Protection	\$ 1,777	\$ -	\$ -	\$ 8,886	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 889
Interior Construction and HVAC System	\$ -	\$ -	\$ -	\$ 64,778	\$ -	\$ -	\$ 2,015	\$ 2,776	\$ -	\$ -	\$ 24,625
Plumbing System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,345	\$ -	\$ -	\$ -	\$ -
Site	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 73,494	\$ -	\$ 379,962
Structure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ 10,076	\$ -	\$ 7,780	\$ 529,400	\$ -	\$ -	\$ 35,874	\$ 17,785	\$ 78,680	\$ -	\$ 432,290
Total	\$ 17,855			\$ 583,059					\$ 510,970		

Ucluelet Harbour Assets

52 Steps Dock

Haidee Master Plan Abigail Fortune, Director of Parks and Recreation



52 Steps Dock		
Asset ID	Description	20-Year Capital Investment Cost
DS007	Stairs	\$ 167,200
DS008	Floating Docks	\$ 105,300
DS009	Ramp	\$ -
TOTAL		\$ 272,500

Ucluelet Harbour Assets Inner Boat Basin



DS003

DS001

DS001

DS002

BD008

BD009

Small Craft Harbour

Asset ID	Description	20-Year Capital Investment Cost
DS001	Floating Docks	\$ 1,790,200
DS002	Ramp 1	\$ 47,000
DS003	Ramp 2	\$ 47,000
BD008	Building	\$ 78,400
BD009	Bathroom & Laundry Building	\$ 220,000
TOTAL		\$ 2,182,600

Ucluelet Harbour Assets Whiskey Dock

Harbour Master Plan Abigail Fortune, Director of Parks and Recreation



Whiskey Dock		
Asset ID	Description	20-Year Capital Investment Cost
DS004	Main Dock	\$ 491,700
DS005	Ramp	\$ 40,300
DS006	Floating Dock	\$ 83,900
TOTAL		\$ 615,900

The 20-year renewal costs for 52 Steps, Inner Boat Basin, and Whiskey Dock are presented respectively in **Figures 18, 19 and 20** below. These fundings estimates indicate that the DFO will require a 20-year average annual investment of approximately **\$13,600** and **\$109,100**, for 52 Steps and Inner Boat Basin, respectively. On the other hand, the 20-year average annual investment estimated for Whiskey Dock is approximately **\$30,800** and is the responsibility of the District.

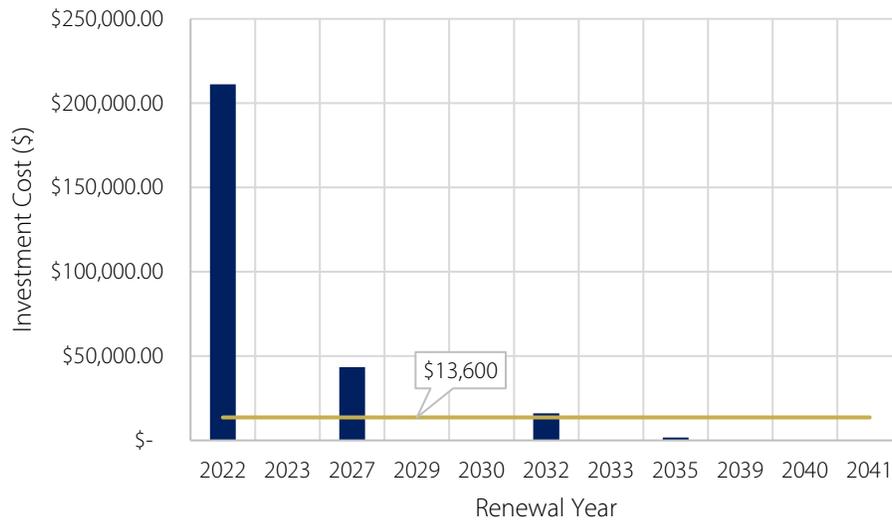


Figure 18. 20 Year Harbour Funding Needs – 52 Steps

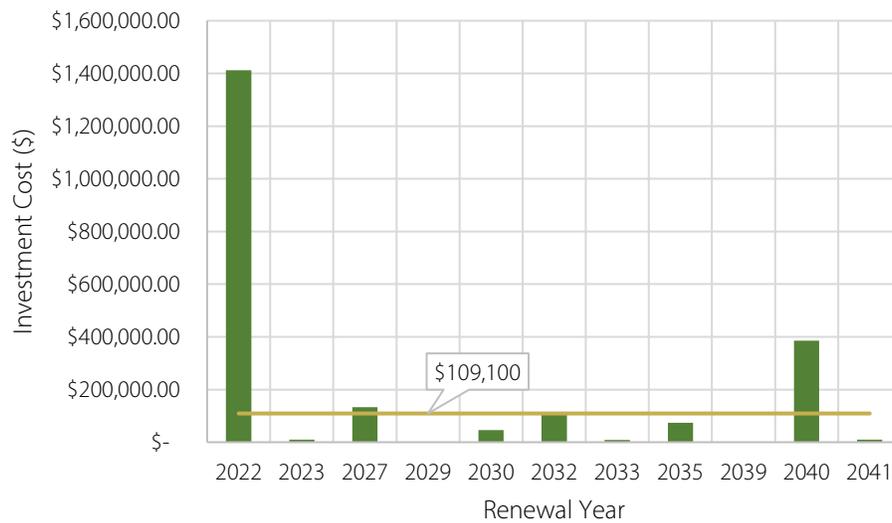


Figure 19. 20 Year Harbour Funding Needs – Inner Boat Basin

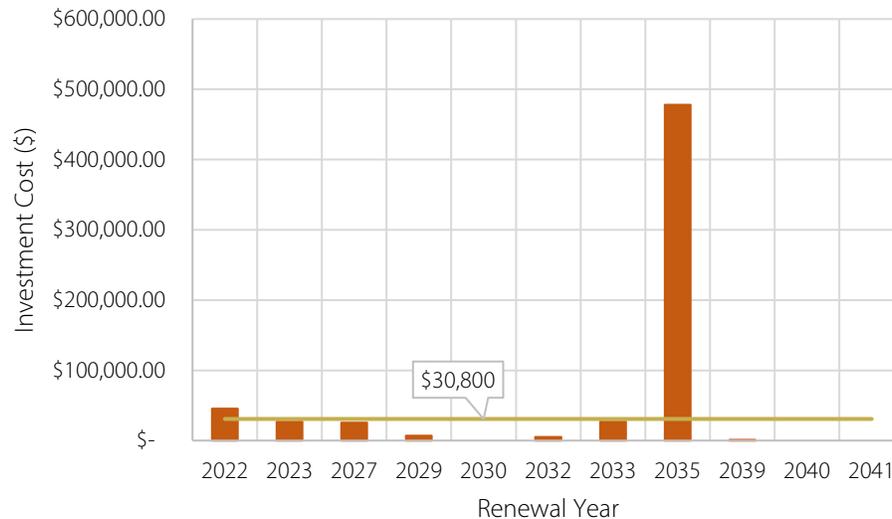


Figure 20. 20 Year Harbour Funding Needs – Whiskey Dock

It should be noted that the VFA's reports were reviewed by District staff, who are well versed in the District's harbour operations and overall conditions. Through this review, they identified several discrepancies between the report's findings and the realities of the docks' condition, specifically assets at the Inner Boat Basin and the renewal periods provided for select assets. This is likely due to the inconsistency between the District's maintenance practices which address repairs on an as-and-when needed basis, rather than lump sum, as suggested by VFA's assessment approach above. As a result, the short-term estimates derived from the VFA assessment are appearing higher than experience is indicating, largely due to premature and lump sum renewal dates identified by the VFA. This comparison of theoretical renewal timing (VFA assessments) and actual renewal experience (e.g., Harbour Master's knowledge) demonstrates that the VFA assessments are better suited as a high-level, long-term planning tool to assist the District with capital planning and should not be relied upon to inform short-term investment needs if other data is available. Moreover, this assessment reinforces the need for condition assessments to be coupled with local knowledge of harbour assets.

2.2.3 SUMMARY: SHORT- AND LONG-TERM INVESTMENT NEEDS

A key distinction between the approaches taken in the assessments above is that the DFO-initiated assessments (Pelagic; Moffatt & Nichol) reported asset conditions on an individual basis, while the District-initiated assessment (VFA) grouped together common assets at key locations. Our understanding is that this approach does not align well with the realities of the District's harbour maintenance practices, where assets are renewed and maintained on an as-and-when needed basis, rather than all at once. Because of these variations in approach, the Pelagic and Moffatt & Nichol assessments result in more accurate short-term investment needs, while the VFA report is better suited for high-level, long-term capital planning. These findings support the recommendations for short and long-term investments below.

2.2.3.1 Short-Term Investment Needs

In 2022 DFO will need approximately **\$141,700** for **52 Steps** based on the estimates completed by Pelagic Technologies for the DFO (**Section 2.2.1.1**). This assumes that all other immediate asset needs identified in the report have been resolved by either the District or the DFO.

In 2022, the District will need approximately **\$4,300** for the **Inner and Outer Boat Basin** based on the pile cleaning estimates identified in the Moffatt & Nichol condition assessment for the DFO (**Section 2.2.1.2**). This assumes that all other immediate and shorter-term asset needs identified in the report have been resolved by either the District or the DFO.

It is recommended that the District complete a comparison of recent repair and renewal actions taken at Small Craft Harbour (52 Steps and Inner and Outer Boat Basin) and compare them against the short-term action items identified in both reports completed by Pelagic Technologies and Moffatt & Nichol (**Appendix C**) to identify any outstanding asset needs. Note, any outstanding items related to capital expenses should be the responsibility of the DFO while operation and maintenance responsibilities are that of the District.

The short-term average annual investment needed for **Whiskey Dock** is approximately **\$18,100**. This has been determined based on VFA estimates and uses the short-term (2021-2025) average annual investment needs, as determined in **Section 2.2.2, Table 3**. The VFA assessment has been used for short-term capital planning in this case due to the absence of more detailed and accurate condition assessments. It is recommended that an immediate needs assessment be complete for Whiskey Dock that follows a similar approach to that of Pelagic's or Moffatt & Nichol's which will provide a more accurate understanding of the short-term investments needs for Whiskey Dock. All costs associated with Whiskey Dock are the responsibility of the District.

2.2.3.2 Long-Term Investment Needs

All long-term investment needs are informed by the 20-year average annual investment needs (**Section 2.2.2, Figures 18, 19 and 20**) determined using VFA's assessments and are summarized below:

- ▶ Small Craft Harbour – 52 Steps: **\$13,600** (DFO responsibility)
- ▶ Small Craft Harbour – Inner Boat Basin only: **\$109,100** (DFO responsibility)
- ▶ Whiskey Dock: **\$30,800** (District responsibility)

It is recommended that the District engage VFA or an equivalent service provider to complete a condition assessment of the Outer Boat Basin which identifies the long-term investment needs for this asset. Completion of this assessment will round-out the District's understanding of the long-term needs at Small Craft Harbour.

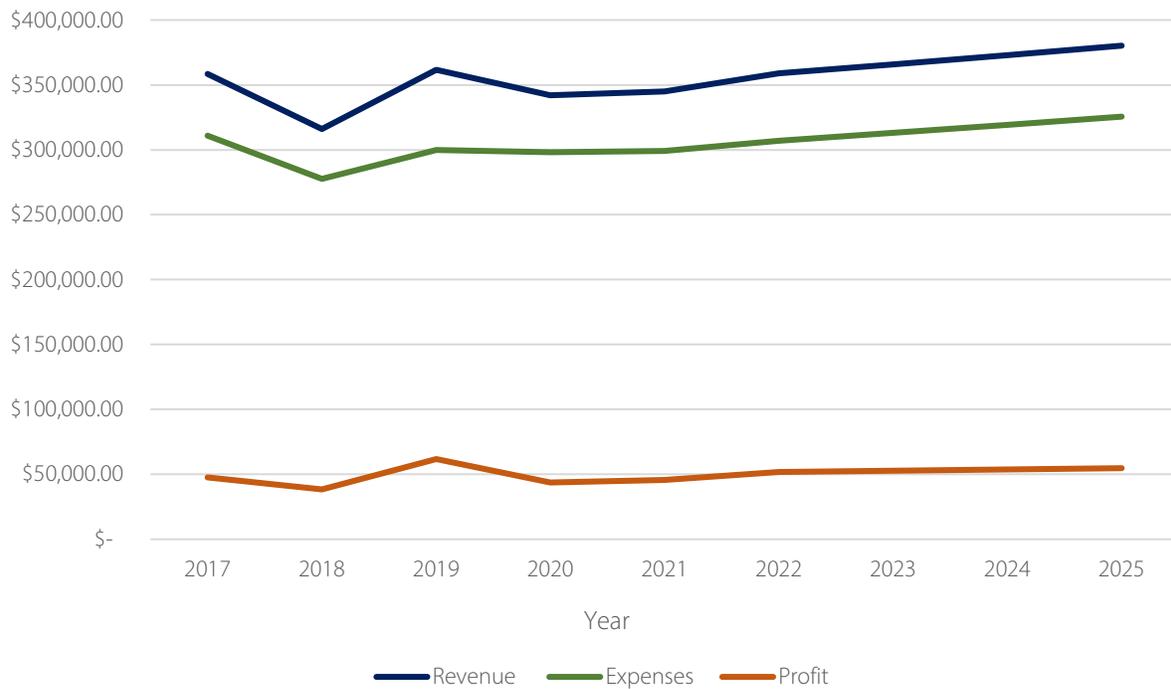
2.3 OPERATING REVENUES AND EXPENSES

Table 6 and **Figure 21** below provide a comparison of tracked harbour expenses and revenue generated from the Inner and Outer Boat Basin, Whiskey Dock, and 52 Steps Dock from 2017-2020, with projections forecasted until 2025. A complete itemized list of expenses and revenue sources can be found in **Appendix E**. The results of this analysis demonstrate that the average annual profit across the harbours over the past four years was approximately **\$48,000** and is anticipated to increase to an estimated average of **\$49,900** per year for the next 5 years, given the District's expense and revenue projections.

Table 6. Historic and Forecasted Harbour Expenses and Revenue

	Expenses	Revenue	Profit
2017	\$310,850	\$358,850	\$48,000
2018	\$277,650	\$316,050	\$38,400
2019	\$299,800	\$361,800	\$62,000
2020	\$298,300	\$342,000	\$43,700
Historic Average	\$296,650	\$344,675	\$48,025
2021	\$299,150	\$344,900	\$45,750
2022	\$307,000	\$358,850	\$51,850
2023	\$313,050	\$365,850	\$52,800
2024	\$319,200	\$372,950	\$53,750
2025	\$325,600	\$380,250	\$54,650
Forecasted Average	\$304,750	\$354,600	\$49,900

Figure 21. Historic and Forecasted Expenses and Revenue



2.3.1 FISCAL PLANNING FOR HARBOUR INFRASTRUCTURE MAINTENANCE

Within the forecasted expenses, the District has specified repair and infrastructure costs over the next 4 years (2022-2025). These expenses relate to the ongoing operation and maintenance costs (e.g., painting, re-decking, repairing stairs etc.) of Small Craft Harbour’s 52-Steps, and Inner and Outer Boat Basins and Whiskey Dock, all of which are the responsibility of the District. The 4-year expense projections total roughly:

- ▶ **\$33,600** for Small Craft Harbour (Inner and Outer Boat Basin), and
- ▶ **\$12,600** for Whiskey Dock

No infrastructure and repair expenses have been projected as part of this report for 52-Steps, however, District staff have indicated that annual expenses are typically around \$800 - \$1,000. Therefore, over the next 4-years the District should budget approximately **\$4,000** for repair and infrastructure costs at 52-Steps.

SECTION 3.0

**WHAT WE
HEARD -
SUMMARY OF
ENGAGEMENT**

3.1 COMMUNITY ENGAGEMENT

A key aspect of this Harbour Master Plan (HMP) update has been the engagement of a broad range of partners and stakeholders to both inform the community while also receiving valuable feedback from partners and stakeholders. This will ensure that the HMP reflects the needs and desires of the people who use and most depend on Ucluelet's Harbour for their livelihood, quality of life, and various other purposes.

3.1.1 PUBLIC ENGAGEMENT: INTERACTIVE MAP AND SURVEY

Public engagement activities (summarized in **Appendix F**) were promoted through the District website and social media, along with paper posters distributed at some key locations within the community. As a result of the COVID-19 pandemic, engagement for the project was primarily conducted online through the development of an *ESRI StoryMap* tool, which included an interactive map and survey through which participants provided:

- ▶ Input on current uses, opportunities, and constraints
- ▶ Recommendations for the future use of the Harbour

Paper surveys were also available upon request from the District Office and the Harbour Master's office; these responses have been digitized and are included within the overall survey results. The survey and interactive map were open from November 1 to December 13, 2020 and included:

- ▶ 43 survey responses
- ▶ 30 annotated points placed geographically on the interactive map

3.1.2 PARTNER & STAKEHOLDER ENGAGEMENT: VIRTUAL WORKSHOPS

Following the initial survey and interactive mapping exercise, four (4) virtual workshops were conducted on March 31 and April 15, 2021. Representatives from 22 key local stakeholders and community partners, who were contacted individually to participate, were able to attend the virtual workshop sessions, including:

- ▶ Workshop 1 – **Business Community**
- ▶ Workshop 2 – **Commercial Fishers** (incl. Department of Fisheries and Oceans)
- ▶ Workshop 3 – **Service Providers** (incl. Yuułuᑲiᑲᑲatᑲ First Nation)
- ▶ Workshop 4 – **Nature / Adventure Groups**

Urban Systems led the overall engagement, with District, Harbour and Tourism staff also contributing directly. The intent of these sessions was to better understand the results of the initial public engagement, as well as the specific vision, needs, and desires of these groups (refer to **Appendix G** for full summary).

3.2 CURRENT CHALLENGES

The following summary of current challenges has been derived from *Section 3.1 – Community Engagement* above (also see **Appendix F**), other existing District strategic and technical documents (such as the 2017 Economic Development Strategy), through ongoing discussions with and guidance from District staff and leadership. These challenges include but are not limited to the following:

- ▶ Harbour Asset Management Planning
- ▶ Capacity Constraints
- ▶ Physical Condition of Harbour Facilities
- ▶ Balancing Demands of User Groups
- ▶ Increased Harbour Use
- ▶ Seasonal Harbour Use
- ▶ Environmental Impacts
- ▶ Private Moorage Buoys and Anchorages

3.2.1 HARBOUR ASSET MANAGEMENT PLANNING

Harbour facilities require regular maintenance and upkeep, which can be difficult for a community the size of Ucluelet to sustain on its own without charging uncompetitive rates to harbour users. It is therefore paramount for the District and Harbour Authority to be able to develop sustainable funding mechanisms involving contributions from users and senior levels of government. There is also an ongoing opportunity to leverage other completed or planned asset management planning efforts at the District, for example the *UkeeMap*³ interactive mapping tool and associated database.

Further to *Section 2.2 - Existing Marine Infrastructure Assessment And Renewal* and in addition to *Section 2.3 – Operating Revenues and Expenses* above, planning for consistent and regular condition assessments - by identifying individual components and specify remaining lifecycle and replacement costs - will improve the accuracy of long-term forecasting and ability to meet community and industry needs. This is in addition to the large amount of deferred maintenance identified through the *Capital Needs Assessment Summary in Section 2.2.3* above.

³ <https://ucluelet.ca/community/ukeemap>

3.2.2 CAPACITY CONSTRAINTS

We have heard that several District-managed harbour facilities are strained to accommodate the number and variety of harbour users, particularly during high season (May – October), resulting in congestion in key areas like the Inner and Outer Boat Basins. This issue partly arises from physical constraints of harbours, with limited space to expand without investing in substantial measures such as, manipulation of the foreshore, or the purchase of additional water lots.

The harbours are also affected by ongoing changes in marine-based industry. For instance, the size of commercial fishing vessels has increased since the current infrastructure was established, making it challenging for the commercial fleet to raft at busy times of the season.

As traffic in District-controlled harbours continues to grow, additional challenges arise related to capacity and condition of harbour infrastructure, which will require further discussion and collaboration with DFO, the community and others, for example how to fund and prioritize facility maintenance and upgrades while managing user needs and mitigating impacts to the local environment.



Image 4. Commercial vessels moored at the Outer Boat Basin

3.2.3 PHYSICAL CONDITION OF HARBOUR FACILITIES AND AMENITIES

The deteriorating physical condition of the harbour facilities - including foreshore infrastructure - has been a long-term issue in Ucluelet's harbours. For example:

- ▶ There is a concern that 52 Steps and the Whiskey Dock are both absorbing excessive wear and tear through the pounding of large vessels that are using those facilities for lack of a more suitable alternative. The District has been working to mitigate these impacts through the installation of additional steel pilings.
- ▶ Similarly, there are ongoing concerns around the state of pedestrian facilities along the harbourfront – especially at key public connections to the water.
- ▶ Numerous users shared that the Pat Leslie Memorial Boat Launch is not functional at low tide and that the vehicle circulation and trailer parking could be significantly improved.



Image 5. Harbour Walk along the Inner Boat Basin

3.2.4 BALANCING NEEDS AND ASPIRATIONS OF USER GROUPS

As a result of limited space in Ucluelet Inlet, the harbour's facilities can only accommodate a limited amount of moorage and traffic at any point in time. As growth continues among most harbour user groups, competition over harbour space will increase and may therefore require accelerating planned expansions. Any future measures must evaluate the space required for recreational vessels, commercial and tourism operators, industrial uses, and service providers. Refer to *Section 3.1 – Community Engagement* (and related **Appendix C**), along with *Section 4.2 – Recommended Priorities* for more information around harbour users' functional and programmatic needs.

3.2.5 INCREASED HARBOUR USE

Ucluelet's harbours have experienced steady growth in use over recent years. This increase includes greater numbers of paddleboarders and kayakers, liveaboards, commercial and tourism operators all seeking to access to harbour-related infrastructure and services. Should this trend continue, further pressure will be placed on Ucluelet's harbours, as well as on land-based parking and pedestrian facilities.

3.2.6 SEASONAL HARBOUR USE

Seasonality is a common factor among Ucluelet's economy and is reflected in the use of the harbour. The 'high season' (for both tourists and industry - approximately May through October), is often when harbour congestion and space limitations are most acutely experienced, leading to safety concerns and occasional friction between harbour users. It is also important to understand the variability of the commercial fishing season – as both the annual regulations and the timing of fish migrations for multiple species will affect how and when the District-managed harbours are used.



Image 6. A commercial fishing vessel in Ucluelet Harbour

3.2.7 ENVIRONMENTAL IMPACTS

The District of Ucluelet is committed to marine conservation and ensuring environmental sustainability in harbour facilities. Mitigating the environmental impacts of the working harbour is an ongoing challenge that is strained by increased harbour use. Major environmental concerns include:

- ▶ Solid waste
- ▶ Degrading foam floatation devices
- ▶ Abandoned or derelict vessels, sometimes releasing toxic fluids
- ▶ Conflict with marine mammal populations
- ▶ Damaging local ecosystems due to shoreline manipulation and introduction of invasive species

Refer to *Section 3.1 – Community Engagement* (and related **Appendix C**), as well *Section 3.2.9 Marine Conservation And Marine Protected Areas (MPA's)* for additional current / historical context and resources.



Image 7. Sea lions resting on dock infrastructure near Sea Plane Base

3.2.8 PRIVATE MOORAGE BUOYS AND ANCHORAGES

There are noted community concerns and impacts regarding those who decide to anchor or moor throughout the Harbour (i.e. private moorage within federal Crown waters), particularly an increase in derelict boats and those setting up permanent anchorage.

The District may wish to explore the development of harbour bylaws to regulate this behaviour and help limit impacts on the marine environment, however due to the nature and use of the Ucluelet Inlet, there are multi-jurisdictional issues to consider. Further to *OCP Policy 3.130* described within *Section 1.2.5 - Marine Conservation and Marine Protected Areas* above, the development of a “Healthy Inlet / Safe Harbour” management plan for the Ucluelet Inlet will provide a coordinate approach to clean-up and avoiding future contamination (sewage, plastics, derelict vessels, etc.), as well as a coordinated policy for liveaboard moorage and sewage disposal.



Image 8. A semi-submerged, derelict vessel in the Ucluelet Inlet

3.3 SUMMARY OF OPPORTUNITIES

As a key service centre supporting the commercial, industrial, and recreational marine communities, the District-managed harbours provide numerous opportunities to contribute to the region's maritime economy while fostering relationships with regional and national partners. The following summary of current opportunities has been derived from *Section 3.1 – Community Engagement* above (also see **Appendix F**), other existing District strategic and technical documents, and through ongoing discussions with and guidance from District staff and leadership:

- ▶ Commercial Fishing
- ▶ Tourism
- ▶ Recreation
- ▶ Marine Industrial
- ▶ Commercial Interests

3.3.1 COMMERCIAL FISHING

The Harbour Authority continues to support commercial fishing activities. Although the trends impacting commercial fishing are beyond the District's direct control, the continuation and/or improvement of services, supports and shore-based value-added processing may allow for an expanded volume of commercial fishing. This is also true for aquaculture operations, which require shore-based services and supports. In particular, expanded seafood processing and other value-added services may help the District attract further investment and job growth.



Image 9. Spooled fishing nets aboard a commercial vessel at Outer Boat Basin

3.3.2 TOURISM

Expanded marine-based tourism. Significant potential for increased and sustainable employment opportunities and economic growth are present in the ever-expanding tourism market on Vancouver Island. With visitors arriving by land, boat or air, Ucluelet's unique coastal setting provides opportunity to expand in the marine tourism market. Tourists arriving by boat often look for temporary moorage in the District's harbours, accessing services and participating in local tourist offerings. However, tourists arriving by land participate in a wider offering of marine-based activities that utilize the District's harbours to a greater degree, such as fishing charters, wildlife tours, or recreational kayaking (current), or a fish market, harbour taxi, etc. (future).

Expanded floatplane service. Floatplanes do not currently fly from Ucluelet on a scheduled basis, though charter flights can and do land in the harbour. There is currently a floatplane docking area at Whiskey Dock, as well as private floatplane moorage at the Inner Boat Basin. The market viability of expanded floatplane service is beyond the purview of the Harbour Master Plan, however it is typically seen as a popular option for business trips and tourist connections (e.g. Vancouver, Victoria, Nanaimo).

Unlike some other coastal communities, floatplane traffic does not consistently serve the District. Charter flights can land in the harbour and dock at facilities at the Seaplane Dock or the Whiskey Dock. Expanding floatplane service remains a possibility, however the market viability of this service is unclear, despite the benefits for business and visitor connections to other communities around Vancouver Island and Lower Mainland.



Image 10. Sea kayak tourism operator at the Inner Boat Basin

3.3.3 RECREATION

Recreational users make up a significant portion of harbour users. This group is comprised of residents and visitors who use harbour facilities throughout the year to launch kayaks and paddleboards, moor recreational fishing vessels and pleasure craft or meet up with friends and family along the waterfront. Recreational vessels use most public harbour facilities to access the waters around the Ucluth Peninsula and Barkley Sound, attracted by the region's spectacular setting and renowned water-based recreational opportunities. The draw of local marine environments mean that recreational uses and access inherently overlap with tourism and commercial interests.



Image 11. A sailboat moored in Ucluelet Inlet

3.3.4 MARINE INDUSTRIAL

Industrial uses have long been part of Ucluelet's working harbour and are an essential component of current and future harbour activities. Fish processing, ice plants, haul-out facilities, marine repair and manufacturing, and fuel services are among the key marine industrial uses. District policy supports these existing uses and identifies opportunities to expand marine industrial uses around Seaplane Base Road. Marine industrial uses will therefore continue to support harbour operations moving forward, and will be an important component of Ucluelet's economic growth and associated employment opportunities.

3.3.5 COMMERCIAL INTERESTS

A variety of businesses operate within the District's harbour that serve local and visitor needs. Businesses from the tourism, seafood, and natural resource sectors play an important role in creating a vibrant and economically sustainable harbour. Commercial fishing continues to play an important and active role in daily harbour operations, generating significant economic activity in the District while also emphasizing the working nature of Ucluelet's harbours. Much of the commercial activity in Ucluelet takes place at the water's edge, making the harbourfront central to the District's economy both on land and on the water. Future land-based development along the harbourfront, such as the Village Square redevelopment near Whiskey Dock, should continue further emphasize this connection between land and sea and its importance to sustainable livelihoods in Ucluelet.



Image 12. The Ukee Ice facility along the Ucluelet harbourfront



SECTION 4.0

**HARBOUR
MASTER PLAN**



The Harbour Master Plan identifies both challenges and opportunities to improve harbour management, access, infrastructure, and services, while also supporting marine conservation and reconciliation. The guiding principles and recommendations provided within this HMP are intended to inform and support future decision-making in ensuring that the waters and land around Ucluelet’s harbour are sustainable over the long-term.

4.1 GUIDING PRINCIPLES

Through discussions with the public, harbour stakeholders, and community partners and the guidance provided by other District plans and strategies, the following guiding principles were identified as the foundation for the Harbour Master Plan:



4.2 HARBOUR PRIORITIES AND RECOMMENDATIONS

Building upon the summary of challenges and opportunities and in alignment with the guiding principles outlined above, priorities and recommendations for District-managed harbours are outlined below:

- ▶ **Overall Harbour Recommendations:**
 - Supporting Reconciliation
 - Environmental Protection
 - Harbour Management and Operations
 - Commercial and Recreational Access
 - Pedestrian and Visitor Experience
- ▶ **Small Craft Harbour:**
 - Inner Boat Basin
 - Outer Boat Basin
 - 52 Steps Dock
- ▶ **District Harbour Assets:**
 - Whiskey Dock (Main Street Wharf)
 - Pat Leslie Memorial Boat Launch
 - Alder Street Park



Image 13. Pedestrians out for a stroll at the Outer Boat Basin

To inform financial planning and focus District efforts, the proposed recommendations have been prioritized as follows:

- ▶ **Ongoing**
- ▶ **Short-term** (5 years; 2021-2025)
- ▶ **Medium-term** (10 years; 2026-2030)
- ▶ **Long-term** (20 years; 2031-2040)

Further information regarding roles and responsibilities associated with these recommendations (i.e. District of Ucluelet versus Department of Fisheries and Oceans) is provided within *Section 5.0 – Priorities for Short-Term Implementation*.

4.2.1 OVERALL HARBOUR RECOMMENDATIONS

The following recommendations apply to all of the District-managed harbours (unless otherwise stated).

Supporting Reconciliation		Priority
1	Continue to build and strengthen the relationship between the District of Ucluelet and local First Nation communities (Yuulu?ii?ath and 'tukwaa?ath), to foster and balance sustainable economic development in and around District-managed harbours in this time of reconciliation. To build and strengthen the relationship between the municipality and indigenous communities with a spirit of neighbourliness and mutual support, in this time of reconciliation.	Ongoing

Environmental Protection		Priority
1	Work with the local community, Yuulu?ii?ath and 'tukwaa?ath, as well as regional, provincial, and federal governments to develop a strategy for the protection of sensitive marine and foreshore ecosystems in and around the Ucluelet Harbour.	Ongoing
2	Seek to remove derelict vessels from the Harbour to prevent environmental harm and improve harbour safety.	Ongoing
3	Identify opportunities to study the impacts of climate change on harbour assets and infrastructure, including potential partnerships with organizations and institutions.	Ongoing
4	Provide additional receptacles for solid waste at high traffic areas adjacent to harbour facilities.	1
5	Consider conducting regular underwater inspections surrounding all public harbour facilities to find and remove possible environmental contaminants.	2
6	Ensure all new harbour development and expansion utilizes sustainable, low-impact materials, with the intent of eliminating the use of non-degradable plastics (refer to <i>Marine Shoreline DPA VII within 2020 DRAFT OCP</i>).	2
7	Implement programs and supporting facilities (e.g. wash stations at all public boat launches) to limit the spread of invasive species in Ucluelet's harbours.	2

8	Evaluate opportunities to provide purpose-built haul-out structures for local sea lion populations to avoid damage or interference with harbour assets.	3
9	Explore opportunities to naturalize or enhance habitat along sections of the harbour previously disturbed or contaminated by former development or other human activities, including opportunities for interpretive signage in unique areas such as the mud flats.	3

Harbour Management and Operations		Priority
1	Work with the Ucluelet Harbour Authority and Department of Fisheries and Oceans (DFO) to ensure effective ongoing management of the Small Craft Harbour (SCH) and other harbour assets.	Ongoing
2	Continue to collect harbour usage and financial data and seek opportunities to implement systems that improve data collection and monitoring.	Ongoing
3	Undertake an updated and detailed inventory, hierarchy of needs and financial assessment of District owned harbour assets at regular intervals (i.e. every 5 years) to prioritize identified projects and ensure adequate funding allocation for needed improvements.	1
4	Continue to evaluate opportunities to establish and develop improved / additional harbour infrastructure suitable for regular floatplane service.	2
5	Evaluate potential location(s) to provide the opportunity for live aboard moorage, including the identification of water lots best suited to float home communities.	3



Image 14. The Ucluelet Harbour Master's office

Commercial and Recreational Access		Priority
1	Work with emergency service providers to ensure adequate access for emergency services for land-based and water-based emergency response at key locations in the harbour, including emergency-service-only parking areas.	1
2	Explore opportunities to increase and improve public access to the Ucluelet harbours and surrounding marine areas through District-owned lands.	2
3	Expand short-term and long-term vehicle parking capacity and improve options for boat trailer parking near key locations.	2
4	Explore the feasibility of establishing a regular water taxi service between key within the harbour and other important destinations on both sides of the Ucluelet Inlet (per 2020 DRAFT OCP).	3
5	Assess opportunities to develop new harbour accesses, infrastructure, parks, etc. as new development takes places along the harbourfront.	3

Pedestrian and Visitor Experience		Priority
1	Improve the pedestrian experience along the waterfront, including access to commercial and recreational uses. Assess existing pedestrian infrastructure to understand replacement, repair, and maintenance needs and costs.	Ongoing
2	Work with landowners, partners and stakeholders to develop a continuous harbourfront pedestrian pathway from the Village Green to Olsen Bay. The pathway should connect to the existing and future segments of Harbour Walk and the Safe Harbour Trail where possible.	Ongoing
3	Preserve views of the harbour and develop new viewpoints at locations identified within the 2020 DRAFT Official Community Plan.	Ongoing
4	Introduce new wayfinding signage identify pathways, key locations, and public facilities along the harbourfront, along with informational signage to educate users and visitors about and safe use of Ucluelet's harbours and waters and accompanying etiquette where applicable.	2
5	In coordination with the wayfinding approach and in collaboration with local First Nations, the Ucluelet Aquarium, and other key stakeholders, develop and implement an interpretive signage program along the Harbour that explores and shares the historical and environmental significance of Ucluelet's harbours.	2

4.2.2 SMALL CRAFT HARBOUR

Ucluelet's Small Craft Harbour is central to the District's working harbour, providing opportunities for recreational, commercial and First Nation fisheries, as well as industrial uses. The Small Craft Harbour is comprised of the dock facilities known as the *Inner Boat Basin*, *Outer Boat Basin*, and *52 Steps Dock*. It is owned by the Department of Fisheries and Oceans (DFO) and managed by the Ucluelet Harbour Authority and. The Small Craft Harbour is the largest in Ucluelet and is the primary center for commercial, recreational, and public marine uses. The facility offers approximately 1,150 linear meters of moorage floats and offers the safest moorage in Ucluelet.

The Inner Boat Basin's float spacing allows rafting of vessels on either side while maintaining lane navigation. Sixteen (16), 6.5-metre finger long floats offer moorage for smaller vessels on the west side of the main float. The Outer Boat Basin supports larger commercial fishing vessels that measure 25 metres on average. As a result, the current structures are prone to significant wear. However, the current condition of the facilities has been evaluated as 'good.'

Due to the natural topography, land access to the 52 Steps Dock is provided via a 52-step stairway with limited upland services (e.g. pay phone). It acts as the District's customs dock, where foreign vessels are provided clearance by federal customs officials. 52 Steps Dock also accommodates a variety of users including large commercial vessels, transient vessels, and liveaboards across the existing moorage space of approximately 140 metres.

Each of these assets plays an important role to the function of the harbour, now and in the future. The following recommendations are based on the infrastructure assessments and informed by the community engagement processes outlined in the sections above – and aim to support the increased pressures at SCH while balancing the needs of different groups will be critical over both the short-term and long-term.



Image 15. Signage at the entrance to the Inner and Outer Boat Basins

Inner Boat Basin

Priority

1	Maintain a minimum number of docking slips designated for commercial vessels.	1
2	Implement operational measures to reduce overcrowding around the Inner Boat Basin to ensure comfortable and safe use for all vessels.	2
3	Study parking capacity and turnover in parking lots adjacent to the Inner Boat Basin and Outer Boat Basins to assess the need for expanded parking facilities or parking management measures in the area.	2



Image 16. Recreational and commercial vessels moored at the Inner Boat Basin

Outer Boat Basin		Priority
1	Maintain the Outer Boat Basin as the primary commercial harbour facility in Ucluelet.	Ongoing
2	Work with commercial fishers and service providers to ensure future improvements to the Outer Boat Basin meets the needs of users.	Ongoing
3	Assess the need to reconfigure the Outer Boat Basin parking lot to allow for emergency vehicle access and increased parking capacity.	1
4	Undertake a VFA assessment of the dock infrastructure at the Outer Boat Basin (which was not completed as part of the most recent round of assessments).	3
5	Study additional space needs and improvements required to meet needs at the Outer Boat Basin, including reconfiguration or the possibility of purchasing adjacent water lots to facilitate expansion.	3
6	Consider opportunities to add a historical artifact or interpretive signage to mark the entrance of the Outer Boat Basin and to create continuity in historical points of interest along the harbourfront.	3



Image 17. View of Outer Boat Basin (looking north)

52 Steps Dock		Priority
1	Initiate conversations with DFO to acquire or divest 52 Steps Dock to the District of Ucluelet.	2
2	Explore options to improve access to the 52 Steps Dock for people of all ages and abilities.	3
3	Provide electrical infrastructure at the 52 Steps Dock to support commercial fishers and potential houseboats and liveaboards.	3
4	Consider expanding the 52 Steps Dock with dock fingers to increase moorage capacity for smaller vessels.	3
5	Explore opportunities to provide additional amenities at or near the 52 Steps Dock.	3



Image 18. Vessels moored at the 52 Steps Dock

4.2.3 DISTRICT HARBOUR ASSETS

4.2.3.1 WHISKEY DOCK (MAIN STREET WHARF)

Whiskey Dock, also known as the Main Street Wharf, is centrally located along the harbourfront adjacent to the Village Square area. Ownership of the Whiskey Dock was transferred from Transport Canada to the District in 2001. This harbour is comprised of a timber approach and wharf, one gangway, and approximately 70 meters of moorage. The primary uses of the facility are for:

- ▶ Public access and observation
- ▶ Net minding
- ▶ Community markets
- ▶ Float plane staging
- ▶ Transport of passengers and freight (e.g. the MV Frances Barkley connects Port Alberni and Ucluelet to other destinations within Barkley Sound)
- ▶ Occasional off-loading of fish, although heavy uses are not encouraged at this facility



Image 19. Commercial vessel moored at Whiskey Dock, with Ucluelet Aquarium at left

The long-term focus of the improved harbour will be to support recreational and tourism uses, while limiting commercial vessels to leverage the dock’s accessibility and strategic location. The Whiskey Dock will also be an important amenity in support of wider redevelopment around the Village Square (i.e. Village Green), providing access to the harbourfront for locals and visitors alike (e.g. school kids on field trips to the Aquarium). The following recommendations emphasize this important, multi-faceted role in harbour operations and their connection to adjacent land uses.

Whiskey Dock		Priority
1	Maintain Whiskey Dock as a working dock used by large commercial vessels, while coordinating public use during peak tourist season.	Ongoing
2	Enhance the Whiskey Dock as a public gathering space and primary wharf for tourism uses that is complementary to future development around Village Square and coordinates shared parking supply.	Ongoing
3	Explore opportunities to diversify onshore commercial activities, including allocating space for a restaurant or food truck.	2



Image 20. The Ucluelet Aquarium (right), with access to Whiskey Dock to the left

4.2.3.2 PAT LESLIE MEMORIAL BOAT LAUNCH

The Pat Leslie Memorial Boat Launch is among the most widely used facilities in Ucluelet’s harbours. It provides water access for a variety of users; however it is especially important for launching and hauling recreational craft. Currently, the boat launch has several limitations (incl. accessibility at low tides, poor circulation, low supply of trailer parking supply and a lack of supporting amenities).

Pat Leslie Memorial Boat Launch		Priority
1	Upgrade and/or expand the existing boat launch ramp to ensure it is usable at low tides throughout the year, including for large vessels.	1
2	Expand vehicle and trailer parking along Seaplane Base Road and assess the need for circulation improvements - for existing traffic and as new development occurs in adjacent properties.	1
3	Consider supplementing the boat launch with a dock suitable for launching kayaks, paddleboards, and other recreational users.	2
4	Provide a public wash-down facility adjacent to the boat launch, including fresh water service connection.	2
5	Explore opportunities to provide public green space and amenities to support the Pat Leslie Memorial Boat Launch.	3



Image 21. Pat Leslie Memorial Boat Launch

4.2.3.3 ALDER STREET PARK

Alder Street Park is a small park located along Ucluelet’s southern harbourfront, adjacent to the Ukee Ice manufacturing plant. The park currently provides scenic views across the harbour, as well as seating opportunities and a kayak launch for recreational use. Despite its limited size, the park is noted as an important local resource both in the provision of community open space, recreational amenities, and access to the harbour.

Alder Street Park		Priority
1	Create the kayak launch at the Alder Street Park to ensure safe access for recreational vessels.	1
2	Assess the feasibility of adding a small public dock for recreational use and short-term moorage.	3



Image 22. North-east view across Ucluelet Inlet (from Alder Park)

SECTION 5.0

**PRIORITIES FOR
SHORT TERM
IMPLEMENTATION**



Building upon the general and harbour-specific recommendations outlined within *Section 4.2* above, the following table summarizes the ongoing and short-term priorities for implementation over the following 5 years (2021 to 2025). While a ‘responsible party’ has been identified to lead the short-term priorities identified below, ongoing communication and collaboration between the District, DFO and community partners and stakeholders will be the catalyst for successful long-term outcomes for the Harbour.

Supporting Reconciliation	Responsibility	Priority
Continue to build and strengthen the relationship between the District of Ucluelet and local First Nation communities (Yuuluʔiʔath and ʔukwaaʔath), to foster and balance sustainable economic development in and around District-managed harbours in this time of reconciliation. To build and strengthen the relationship between the municipality and indigenous communities with a spirit of neighbourliness and mutual support, in this time of reconciliation.	All	Ongoing
Environmental Protection	Responsibility	Priority
Work with the local community, Yuuluʔiʔath and ʔukwaaʔath, as well as regional, provincial, and federal governments to develop a strategy for the protection of sensitive marine and foreshore ecosystems in and around the Ucluelet Harbour.	All	Ongoing
Seek to remove derelict vessels from the Harbour to prevent environmental harm and improve harbour safety.	All	Ongoing
Identify opportunities to study the impacts of climate change on harbour assets and infrastructure, including potential partnerships with organizations and institutions.	All	Ongoing
Provide additional receptacles for solid waste at high traffic areas adjacent to harbour facilities.	District	1
Harbour Management and Operations	Responsibility	Priority
Work with the Ucluelet Harbour Authority and Department of Fisheries and Oceans (DFO) to ensure effective ongoing management of the Small Craft Harbour (SCH) and other harbour assets.	All	Ongoing
Continue to collect harbour usage and financial data and seek opportunities to implement systems that improve data collection and monitoring.	District	Ongoing

Undertake an updated and detailed inventory, hierarchy of needs and financial assessment of District owned harbour assets at regular intervals (i.e. every 5 years) to prioritize identified projects and ensure adequate funding allocation for needed improvements.	District	1
Commercial and Recreational Access	Responsibility	Priority
Work with emergency service providers to ensure adequate access for emergency services for land-based and water-based emergency response at key locations in the harbour, including emergency-service-only parking areas.	District	1
Pedestrian and Visitor Experience	Responsibility	Priority
Improve the pedestrian experience along the waterfront, including access to commercial and recreational uses. Assess existing pedestrian infrastructure to understand replacement, repair, and maintenance needs and costs.	District	Ongoing
Work with landowners, partners and stakeholders to develop a continuous harbourfront pedestrian pathway from the Village Green to Olsen Bay. The pathway should connect to the existing and future segments of Harbour Walk and the Safe Harbour Trail where possible.	District	Ongoing
Preserve views of the harbour and develop new viewpoints at locations identified within the 2020 DRAFT Official Community Plan.	District	Ongoing
Inner Boat Basin	Responsibility	Priority
Maintain a minimum number of docking slips designated for commercial vessels.	District / DFO	1
Outer Boat Basin	Responsibility	Priority
Maintain the Outer Boat Basin as the primary commercial harbour facility in Ucluelet.	District / DFO	Ongoing
Work with commercial fishers and service providers to ensure future improvements to the Outer Boat Basin meets the needs of users.	DFO / District	Ongoing
Assess the need to reconfigure the Outer Boat Basin parking lot to allow for emergency vehicle access and increased parking capacity.	District	1

Whiskey Dock	Responsibility	Priority
Maintain Whiskey Dock as a working dock used by large commercial vessels, while coordinating public use during peak tourist season.	District	Ongoing
Enhance the Whiskey Dock as a public gathering space and primary wharf for tourism uses that is complementary to future development around Village Square and coordinates shared parking supply.	District	Ongoing
Pat Leslie Memorial Boat Launch	Responsibility	Priority
Upgrade and/or expand the existing boat launch ramp to ensure it is usable at low tides throughout the year, including for large vessels.	District	1
Expand vehicle and trailer parking along Seaplane Base Road and assess the need for circulation improvements - for existing traffic and as new development occurs in adjacent properties.	District	1
Alder Street Park	Responsibility	Priority
Create the kayak launch at the Alder Street Park to ensure safe access for recreational vessels.	District	1



REPORT TO HARBOUR AUTHORITY

Harbour Authority Meeting: SEPTEMBER 7, 2021

500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: KEVIN CORTES, HARBOUR MANAGER

FILE NO: 0650-21 HA

SUBJECT: HARBOUR MANAGER REPORT – SEPTEMBER 2021

REPORT NO: 21-126

APPENDIX: NONE

RECOMMENDATION(S):

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

PURPOSE:

To update the Harbour Authority on the workings of the harbour since the May 4, 2021 meeting.

DISCUSSION:

Location	Update	Issues
Small Craft Harbour – Boat Basin	<ul style="list-style-type: none"> - Painted office and both bathrooms - Installed new counter tops and faucets in both bathrooms - Busy season with commercial gillnet, trawl, tuna, and Area G troll vessels - After a slow start the recreational fishery was very successful with a bounty of salmon and halibut coming up the dock 	<ul style="list-style-type: none"> - Nonslip ramp surfacing will need to be replaced
Small Craft Harbour – Outer Boat Basin	<ul style="list-style-type: none"> - Installed some new water faucets - Scraped, paint prework of upper wharf head - Refastening of deck planks (lower walkway) 	<ul style="list-style-type: none"> - Need to replace broken piling
Whiskey Dock	<ul style="list-style-type: none"> - Continued maintenance replacing planks (upper wharf head) - Floatplane traffic has increased this year – most related to movie crew and Covid tests flying out 	<ul style="list-style-type: none"> - Coordination of pile driving company

52 Steps	<ul style="list-style-type: none"> - Painted of rails and light poles - Refastened decking - Dock usage 70 % local recreational vessels during summer 	<ul style="list-style-type: none"> - Long term planning
Other	<ul style="list-style-type: none"> - Harbour Master Plan Final Draft - Looking into replacing office that would be dedicated to lifetime resident and commercial fisherman Doug Kimoto. 	<ul style="list-style-type: none"> - Final proof for Aquarium Information Signage (Spring 2021) for the cleaning station



January 3, 1950 – August 12, 2021.

Doug Kimoto, lifetime resident and commercial fisher recently passed away. He spent almost 60 years of his life dedicated to commercial salmon trolling and his family's livelihood. However, his passion and love for fishing salmon went far beyond operating a commercial fishing vessel. He was a tireless advocate for the salmon trolling industry and for salmon enhancement.

Doug was a co-founder of the West Coast Sustainability Association in the early nineties promoting cooperation between indigenous and non-indigenous fishermen. Doug spent 35 years on the board of Thornton Creek Enhancement society and single handedly ran the DFO Public Improvement Project (PIP) in the Ucluelet area, putting gravel in local creeks. Just last year he received an award for his years of service on this front. Despite his livelihood being re-allocated to other users over the last twenty years, Doug never stopped trying to rebuild the salmon in the local streams of Barklay and Clayoquot Sound.

With this in mind, the Harbour Master is exploring the option of replacing the current office with one that has a feature that is dedicated to Doug Kimoto with Memorial wall plaques of late commercial fishers that worked the water. A rendering will be presented at the November HA meeting.

OPTIONS REVIEW:

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

Respectfully submitted: Kevin Cortes, Harbour Manager
Abigail K. Fortune, Director of Parks & Recreation



STAFF REPORT TO HARBOUR AUTHORITY

Harbour Authority Meeting: September 7, 2021

500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: ABIGAIL FORTUNE, DIRECTOR OF PARKS & RECREATION

FILE NO: 8700-30

SUBJECT: UCLUELET SMALL CRAFT HARBOUR MOORAGE RATES REVIEW

REPORT NO: 21-125

ATTACHMENT(S): NONE

RECOMMENDATION(S):

1. **THAT** the Harbour Authority recommend to Council that the moorage rates set by Ucluelet Harbour Regulation Bylaw No. 1276, 2020, be amended as proposed in this report.

PURPOSE:

To update and provide information to Harbour Authority regarding potential adjustment of moorage fees.

BACKGROUND:

At the May 25th Regular meeting, Council directed staff to present a report at the September 7, 2021, Harbour Authority Meeting regarding current moorage rates across the Island. To prepare this report, Staff compared local moorage fees to the fees charged at Small Craft Harbour Ports in Tofino, Port Alberni, Port Hardy, and Campbell River (Campbell River's rates at Discovery Harbour were on the higher end than the average). Some significant fee discrepancies were identified. The recommended fee amendments bring local moorage rates into alignment with average Vancouver Island rates and extrapolate rates that apply to quarterly and semi-annual periods.

OUTDATED MOORAGE RATES:

Moorage rates are based on linear feet.

MOORGAE RATE COMPARISON & PROPOSED AMENDMENT

Charter Vessel Operator	Ucluelet	Avg Island*	Proposed Amendment
Daily			n/a
Weekly			n/a
Monthly	\$7.30		\$7.30
Quarterly			n/a
Semi-Annual	\$34.68		\$34.68
Annual	\$46.50		\$46.50

Commercial Vessel	Ucluelet	Avg Island*	Proposed Amendment
Daily	\$0.20	\$0.15	\$0.20
Weekly		\$0.63	n/a
Monthly	\$3.00	\$2.24	\$3.00
Quarterly	\$5.50		\$5.50
Semi-Annual	\$10.25		\$10.25
Annual	\$15.00	\$21.26	\$21.26

Recreational Vessel (high)	Ucluelet	Avg Island*	Proposed Amendment
Daily	\$0.90	\$1.22	\$1.22
Weekly	\$5.30	\$6.02	\$5.30
Monthly	\$7.00	\$18.04	\$7.00
Quarterly	\$17.60		\$18.04
Semi-Annual	\$29.00		\$29.00
Annual	\$44.55	\$76.77	\$55.00

Recreational Vessel (low)	Ukee	Avg Island*	Proposed Amendment
Daily	\$0.60	\$0.45	\$0.60
Weekly	\$3.65	\$2.80	\$3.65
Monthly	\$5.45	\$10.50	\$5.45
Quarterly	\$8.50		\$10.50
Semi-Annual	\$29.00		\$29.00
Annual	\$44.55	\$76.77	\$55.00

* Tofino, Port Alberni, Port Hardy, Campbell River, Ukee

POLICY OR LEGISLATIVE IMPACTS:

The moorage rates are set by the Bylaw. Therefore, the Bylaw would have to be amended by Council to update these fees.

TIME REQUIREMENTS – STAFF & ELECTED OFFICIALS:

Staff and Council time would be required to introduce the bylaw amendment required to update the moorage rates.

FINANCIAL IMPACTS:

Increasing moorage rates to align with average Island rates would positively impact associated revenues.

OPTIONS REVIEW:

1. **THAT** the Harbour Authority recommend to Council that the moorage rates set by Ucluelet Harbour Regulation Bylaw No. 1276, 2020, be amended as proposed in this report.
(Recommended)
2. **THAT** the Harbour Authority provides alternative direction to Staff.

Respectfully submitted:

Abigail Fortune, Director of Parks & Recreation

Meeting	Meeting Item Description	Resolution Text	Description	Follow-Up Status
17-Sep-19	Scale Educational Component	THAT Council directs Staff to collaborate with the Ucluelet Aquarium to develop an educational component which will accompany the scale installed at the Small Craft Harbour.	Staff to collaborate with the Ucluelet Aquarium to develop an educational component which will accompany the scale installed at the Small Craft Harbour.	In Progress: Signs have been ordered
17-Sep-19	Seaplane Base Road Signage	THAT Council directs Staff to install signage at the end of Seaplane Base Rd. that directs users to park their boat trailers overnight in the Seaplane Base Recreation Hall parking lot.	Staff to install signage at the end of Seaplane Base Rd. that directs users to park their boat trailers overnight in the Seaplane Base Recreation Hall parking lot.	Completed and installed
16-Feb-21	Ucluelet Harbour Authority Project Budget	THAT Council directs staff to provide a report regarding improvements to the public boat launch intended to solve issues with use during low tides.	Present Report to Council	In Progress: RFP being prepared for engineering study and class B cost estimate to improve the Pat Leslie Boat Launch.
04-May-21	February 16, 2021, Regular Harbour Authority Minutes	THAT the Harbour Authority adopt the February 16, 2021, Regular Harbour Authority Minutes as amended.	Sign and file minutes.	Completed
04-May-21	Six Month Option for Moorage at Local Government Docks	THAT Staff present a report to Council regarding a six month moorage option.	Draft and present report to Council Regarding 6 month moorage rate option.	Completed
04-May-21	Harbour Manager Report - May 4, 2021 Update Kevin Cortes, Harbour Manager	THAT Council direct Staff provide a report to Council that addresses signage regarding parking and donations at the Pat Leslie Boat Launch.	Present report regarding parking signage and donation box at the Pat Leslie Boat Launch.	In progress: To be presented at November HA meeting.