



SPECIAL MEETING OF COUNCIL
Thursday, February 20, 2020 @ 2:00 PM
George Fraser Room, Ucluelet Community Centre
500 Matterson Drive, Ucluelet

AGENDA

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1. CALL TO ORDER	
2. ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORY	
Council would like to acknowledge the Yuułu?if?ath First Nation, on whose traditional territories the District of Ucluelet operates.	
3. NOTICE OF VIDEO RECORDING	
Audience members and delegates are advised that this proceeding is being video recorded and broadcast on YouTube.	
4. ADDITIONS TO AGENDA	
5. APPROVAL OF AGENDA	
6. ADOPTION OF MINUTES	
6.1. January 23, 2020 Special Council Budget Minutes	3 - 8
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7. UNFINISHED BUSINESS	
8. MAYOR'S ANNOUNCEMENTS	
9. CORRESPONDENCE	
9.1. Clayoquot Biosphere Trust Request for Budget Support for NEST Initiative	9 - 15
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10. PUBLIC INPUT, DELEGATIONS & PETITIONS	
11. REPORTS	
11.1. 2020 Grants-in-Aid & Council Contributions	
<i>Donna Monteith, Chief Financial Officer</i>	
11.2. Review of Projects by Department	
12. OTHER BUSINESS	
13. QUESTION PERIOD	
14. ADJOURNMENT	

DISTRICT OF UCLUELET
MINUTES OF THE SPECIAL COUNCIL MEETING
HELD IN THE GEORGE FRASER ROOM, 500 MATTERSON DRIVE
Thursday, January 23, 2020 at 2:00 PM

Present: **Chair:** Mayor Noël
 Council: Councillors Cole, Hoar, Kemps, and McEwen
 Staff: Mark Boysen, Chief Administrative Officer
 Donna Monteith, Chief Financial Officer
 Abby Fortune, Manager of Parks & Recreation
 Rick Geddes, Fire Chief
 Warren Cannon, Manager of Public Works
 Joseph Rotenberg, Manager of Corporate Services
 Tamara Nelson, Supervisor of Finance
 Nicole Morin, Corporate/ Planning Clerk

Regrets:

1. CALL TO ORDER

1.1. Mayor Noël called the meeting to order at 2:00 P.M.

2. ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORY

Council acknowledged the Yuułuꞵiꞵꞵatꞵ First Nation, on whose traditional territories the District of Ucluelet operates.

3. NOTICE OF VIDEO RECORDING

Audience members and delegates were advised that this proceeding is being video recorded and broadcast on YouTube.

4. ADDITIONS TO AGENDA

There were no additions to the agenda.

5. APPROVAL OF AGENDA

5.1. January 23, 2020 Special Agenda

2020.001.SPECIAL **It was moved by Councillor McEwen and seconded by Councillor Cole**

THAT Council approve the January 23, 2020 Special Agenda as presented.

CARRIED.

6. ADOPTION OF MINUTES

6.1. December 10, 2019 Regular Minutes

2020.002.SPECIAL **It was moved by Councillor Kempf and seconded by Councillor Hoar**
THAT Council approve the December 10, 2019 Regular Minutes as presented.
 CARRIED.

6.2. December 12, 2019 Special Minutes

2020.003.SPECIAL **It was moved by Councillor McEwen and seconded by Councillor Hoar**
THAT Council approve the December 12, 2019 Special Minutes as presented.
 CARRIED.

7. MAYOR'S ANNOUNCEMENTS

7.1. There were no announcements.

8. PUBLIC INPUT

8.1. There were no members of the public who wished to speak.

9. CORRESPONDENCE

9.1. There were no correspondence items.

10. INFORMATION ITEMS

10.1. There were no information items.

11. REPORTS

11.1. 2020 Community Planning Operating Budget (Verbal Report)
Bruce Greig, Manager of Community Planning

Donna Monteith, Chief Financial Officer, provided an introduction to the Operating Budget presentation, noting the following:

- This is the first draft of the Departmental Operating Budgets.
- Managing growth of town and aging infrastructure continues to be a challenge.
- Changes in departmental reporting due to new workbooks, resulting in higher degree of cost breakdowns per hour time spent.

Bruce Greig, Manager of Community Planning, presented the Community Planning operating budget, noting the following:

- It has been a very busy year.
- About a third of core operating budget is covered by revenues via user and application fees.
- Collected fees were \$57,000 higher than expected in 2019, moderately increased projections for 2020.
- 7.8% increase in core budget for 2020, large portion due to new Staff position.

- Priorities moving forward are:
 - Housing.
 - Official Community Plan Adoption.
 - Bylaw Updates.
- Non-capital project carryover for Flood Risk Mapping.

There were no comments or questions from Council.

11.2. 2020 Fire & Emergency Services Operating Budget (Verbal Report)
Rick Geddes, Fire Chief

Rick Geddes, Fire Chief, presented the Fire & Emergency Services operating budget, noting the following:

- Modest increase of 2% over 2019, includes replacement of turn out gear.
- Implementation of fire safety inspection program is starting in 2020.
- Operations now includes \$10,000 transfer to vehicles reserves.
- New provision of Training Officer contract work \$15,600.
- Member stipends of \$15,000, which is based on training, experience, and rank.

Council questions and comments included:

- Explain jump for fire operations and what that includes? Ms. Monteith noted that it is due to costs being reallocated from admin to operations.
- How is the fire stipends determined? Mr. Geddes noted it is by training, experience and rank.
- How many turnout gear sets must be replaced each year? Mr. Geddes noted replacement of three sets per year.
- How are new recruits doing? Mr. Geddes noted three new recruits gained access to Fire hall, and we now have 25 members.

Council recessed at 2:21 PM.

Council returned to session at 2:23 PM.

11.3. 2020 Parks & Recreation Operating Budgets (Verbal Report)
Abby Fortune, Manager of Parks and Recreation

Abby Fortune, Director of Parks and Recreation presented the Parks &

Recreation operating budget, noting the following:

- 2020 will see transition of Parks aligning with Public Works.
- Continued increasing demand for facility use, particularly at UCC.
- Increased programming revenue.
- New janitor position.
- New Parks Foreman and Trails labourer position for Parks.
- Work done on Amphitrite in 2020 will lead to new operating expenses in 2021.

Council noted the following:

- They would like to show percentage changes in growth for the Parks & Recreation operating budget.
- They would like to see more budgeted for Parks lighting.
- Pleased to see the Ukee Days subsidy in the 2020 budget.

11.4. 2020 Finance & Corporate Services Operating Budgets (Verbal Report)

Donna Monteith, Chief Financial Officer & Joseph Rotenberg, Manager of Corporate Services

Donna Monteith, Chief Financial Officer, presented the Finance operating budget, noting the following:

- New purchasing & procurement policy in effect Jan 1, 2020.
- New Finance Supervisor started April 1st, replacing outgoing retiree.
- Department continues efforts to streamline processes.
- New auditors appointed for 2020-2024.

There were no questions or comments from Council.

Joseph Rotenberg, Manager of Corporate Services, presented the Corporate Services operating budget, noting the following:

- Increase in cost due to new Staff position.
- Continue to build HR and Communications with new capacity.
- Continue to strengthen IT security and reliability.
- Improve records management are being implemented.

Council asked for clarification on the budget and timeline for Grant In Aid applications? Ms. Monteith answered the budget was \$40,000 and deadline was December 15, 2019.

Council noted they would like to see more details from Staff on the following:

- Breakdown of Corporate Services operating budget.
- Reduction of Council Contributions.

11.5. 2020 Public Works and Small Craft Harbour Operating Budgets (Verbal Report)

Mark Boysen, Chief Administrative Officer

Warren Cannon, Manager of Public Works, presented the Public Works & Small Craft Harbour operating budgets, noting the following:

- New Director integrated in 2020 resulting in increased operational administrative costs.
- Wage and benefits allocation changes.
- Small Craft Harbour budget has a small
- Overall increase in general operating budget of \$51,591.

Mr. Boysen, Chief Administrative Officer noted that he would also provide a summary on the spring clean up for the February 20 Budget meeting.

Council noted they would like to see the following:

- Summary of the existing fleet fleet.
- Staff to consider provision of vehicle shelter for the Public Works yard to prolong life of fleet.

11.6. Public Works Projects - Water and Sewer (Verbal Report)

Warren Cannon, Manager of Public Works

Warren Cannon, Manager of Public Works, spoke about the Public Works Water and Sewer projects, noting the following projects for 2020:

- Matterson Reservoir Upgrades
- Well Upgrade
- SCADA Water & Sewer
- Bay Street Duplex Elimination
- Sewer Master Plan/Storm

Mr. Cannon also spoke about the Water Filtration Projects which would be partially funded through Provincial and Federal CWWF grant, for which staff is currently in the process of applying.

- Water Filtration Project includes:
 - Filtration at Bay Street treatment plan and Well Field.
 - 3rd Reservoir.

Council noted the following:

- They would like to see an accelerated installation of SKADA

software systems and associated reporting functions to be fully functional.

- There would like to see water filtration system expedited.

12. OTHER BUSINESS

12.1. There was no other business.

13. QUESTION PERIOD

13.1. There were no questions.

14. CLOSED SESSION

14.1. Procedural Motion to Move In-Camera

2020.004.SPECIAL **It was moved by Councillor McEwen and seconded by Councillor Cole**
THAT the meeting be closed to the public in order to address agenda items under Section 90(1)(f) of the Community Charter.

CARRIED.

15. ADJOURNMENT

15.1. Mayor Noël adjourned the meeting at 4:09 PM.

CERTIFIED CORRECT: Minutes of the Special Council Meeting held on Thursday, January 23, 2020 at 2:00 pm in the George Fraser Room, Ucluelet Community Centre 500 Matterson Road, Ucluelet, BC.

Mayco Noël
Mayor

Mark Boysen
CAO

February 6, 2020

District of Ucluelet
PO BOX 999
Ucluelet, BC
V0R 3A0



**Re: Request for Budget Support for the
West Coast NEST Regional Education Tourism Initiative**

Dear Mayor Noël and Council,

The West Coast NEST regional education tourism initiative is continuing to grow in the communities of Ucluelet, Yuuṭuṭiṭṭath, Toquaht, Tofino, Tla-o-qui-aht, Ahousaht, and Hesquiaht. Coordinated by the Clayoquot Biosphere Trust and facilitated by the [West Coast NEST](#) platform, the project is:

- supporting organizations and businesses to grow and expand their education tourism programs and markets,
- delivering capacity building opportunities for community members, and
- achieving economic development and diversification.

In August 2019, the CBT requested your support for a Rural Dividend Partnership Grant application. The District provided a strong letter of support and also indicated that Council will consider further supporting this program during the 2020 financial planning process. I am writing to request a \$25,000 contribution for the following two budget years as previously discussed.

Recent capacity building opportunities included NEST-hosted workshops in grant writing, training for Board members, volunteers, and organizational staff, and career management workshops. Additionally, the NEST has supported the development of Ucluelet Secondary School's new Outdoor Education Semester by completing the 'Adventure Tourism Employer Survey' to determine which skills, training, and certifications should be included in the new program.

The NEST has also supported the development of new education programs in partnership with local education organizations and businesses such as Ucluelet Aquarium, UkeeKnits, and Black Rock Oceanfront Resort, and has connected visiting high school and university groups with a variety of local learning opportunities. These programs are drawing visiting learners to stay in Ucluelet for two to five days during non-peak tourism times. The NEST website, social media platforms, and Google Adwords campaigns are promoting educational programs and attracting new visiting learners. NEST also provides photos and written content that is used by our partner organizations, such as the Wild Pacific Trail Society, in

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clayoquotbiosphere.org

their marketing efforts. The NEST has been working in partnership with Tourism Ucluelet and appreciate their in-kind marketing support.

The NEST program is helping Ucluelet achieve economic development and diversification. For example, the 2nd annual knitting and weaving retreat held in November 2019 generated more than \$19000 in local economic impact. The unique learning retreat brought 14 learners and two instructors to the region (69% from B.C. and 31% from Washington or Oregon). Three local instructors and one local participant also took part in the event. The local economic benefits include more than \$6,000 in mid-week, off season accommodation revenue for the 15 participants, more than \$1600 wages for local instructors and education organizations, nearly \$8000 in food sales, as well as other revenue including spas, shopping and local experiences. We are keen to double the number of participants this year and expect a comparable increase in economic impact. We're excited to share that we have 28 people on the wait list for 2020!

With your partnership, we will continue to develop the NEST and to build revenue streams through education coordination and registration fees. Your contribution, along with CBT and other local partners, will be leveraged through other funding sources such as the Rural Dividend Fund or Western Diversification grants. Our goal is to continue to grow the regional education tourism economy, through creating local capacity building opportunities and new education programs for visiting learners. Specifically, the NEST will:

- continue to support the development and delivery of the USS outdoor education semester by coordinating a research field trip locally, building connections to local employers, and advising the teacher on potential learning opportunities;
- continue to support the development of new education programs in partnership with local education organizations such as Ucluelet Aquarium (for example Sustainable and Ethical Marine Harvesting course);
- continue to support the development of new capacity building opportunities such as First Nations tourism training program;
- continue to host visiting high school and universities, by providing them with important regional safety information upon arrival (ie. Coast Smart, tsunami preparedness), and coordinating local learning opportunities and connecting them with local knowledge holders and educators.; and
- continue to market Ucluelet's unique learning opportunities and attract new visiting learners through NEST website and social media channels, event-specific marketing efforts, and teacher's conferences and directories.

The NEST program is strongly aligned with the District of Ucluelet's priorities as articulated in the recent strategic plan. NEST values our local quality of life and natural assets, and demonstrates how sustainable development can be aligned with our community's values. The NEST is well positioned to contribute to a culture of education at the new Amphitrite Centre. With the NEST already established as a regional partnership, we may be able to further build on the relationships to support education programming and partnerships on the Amphitrite lands.

The NEST is also well position to help Ucluelet achieve many of the priorities within the Ucluelet Economic Development Strategy Update (2017) including:

Strategy 7. Continue to support new and expanded post-secondary education and/or advanced research institutions.

Strategy 8. Support closer ties between local educational institutions and the business community.

Strategy 19. Support the expansion and diversification of tourism amenities and attractions.

Strategy 21. Explore alternative uses of the Coast Guard lands.

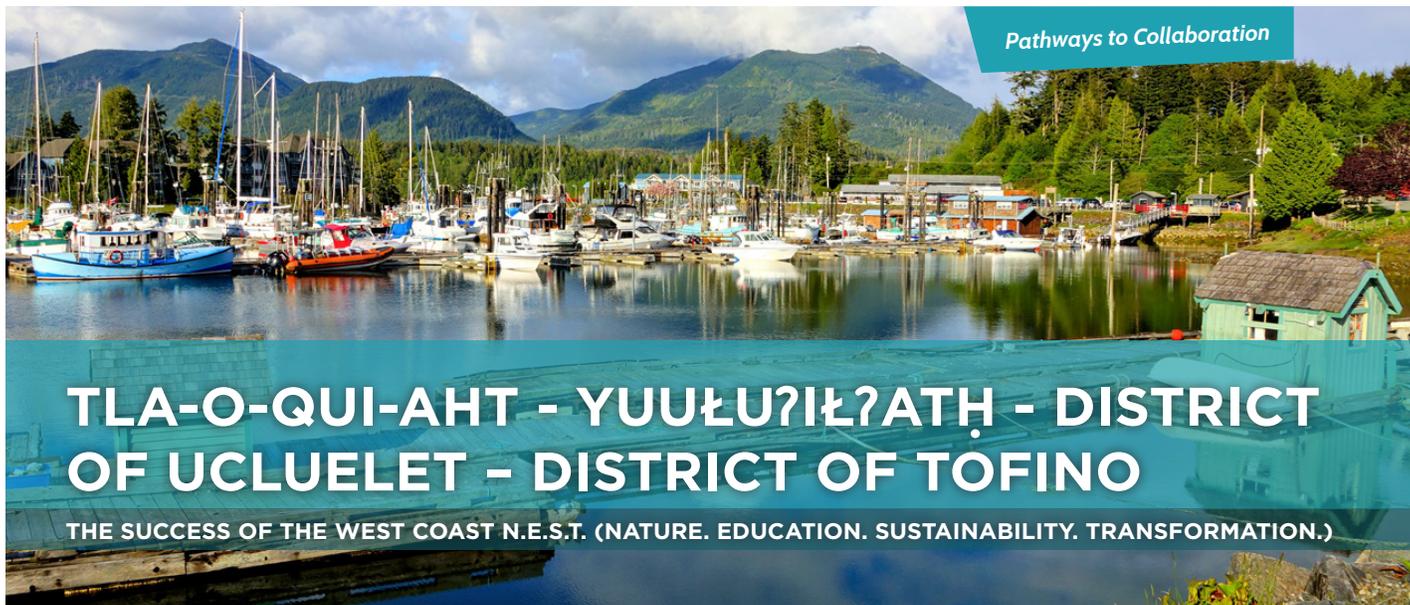
In addition to aligning with these goals and strategies, we would welcome the opportunity to participate in the tourism master planning process which has been proposed by staff.

I have attached the recent Pathways to Collaboration UBCM publication which highlights the District of Ucluelet's role in this economic development initiative. Together we can continue to deliver a program that creates sustainable and diverse growth for the region. Thank you for considering a contribution to this unique regional economic development program.

Sincerely,



Rebecca Hurwitz
Executive Director



TLA-O-QUI-AHT - YUULU?IŁ?ATH - DISTRICT OF UCLUELET - DISTRICT OF TOFINO

THE SUCCESS OF THE WEST COAST N.E.S.T. (NATURE. EDUCATION. SUSTAINABILITY. TRANSFORMATION.)



PATHWAY OVERVIEW

Located on the West Coast of Vancouver Island, the District of Tofino, Tla-o-qui-aht First Nation communities, District of Ucluelet, and Yuulu?ił?ath Government have seen years of conventional tourism, which has exceeded the sustainable capacity of the region. In order to build a new path forward, these four governments have worked on supporting a knowledge-based economy, allowing each community to profile its strengths, education, and skills training in order to provide sustainable and diverse growth for the region alongside attracting tourism-based visitors. Through the development of the West Coast Nature, Education, Sustainability, Transformation (N.E.S.T.) program, these partners, with support from the Clayoquot Biosphere Trust (CBT), have created an incredibly successful collective that provides training and capacity building, culturally grounded education opportunities, and job opportunities for the region.

PATHWAY ACTIVITIES

The collaborative pathway activities undertaken by the District of Tofino, Tla-o-qui-aht First Nation communities, District of Ucluelet, and Yuulu?ił?ath Government include the following.



Protocol and Communications Agreements



Joint Economic Development Initiatives



Shared Tourism Projects

PROJECT OVERVIEW

Years of conventional tourism along the West Coast of Vancouver Island has resulted in seasonal employment and lower average incomes, increased housing costs for locals, seasonal demand on emergency services, and a summer water shortage for the region. In all, this has exceeded the sustainable capacity of region.

At a turning point, the District of Tofino, Tla-o-qui-aht First Nation communities, District of Ucluelet, and Yuulu?ił?ath Government set out to seek a new path forward. Seeing an opportunity in attracting a different kind of tourist, the communities worked together on developing the foundation

for a knowledge-based economy. The idea was that each community could promote, profile, and honour unique attributes of each community, support advanced education, and enable increased skills training with more meaningful and stable employment for residents.

In 2011, the District of Tofino, Tla-o-qui-aht First Nations, District of Ucluelet, and Yuulu?ił?ath Government came together as a regional working group to look at how they could diversify and move towards an education-based tourism economy on the West Coast of Vancouver Island. This resulted in the first regional Memorandum of Understanding (MOU)

in 2013 – initially called the *Regional Higher Learning Initiative*, that outlined the partners' interest in shifting from conventional tourism to education tourism, and to put the region on the map as a key education destination.

The MOU was a foundational piece for the working group. It organized the group's working relationship and outlined the principles of how they would operate and how they would communicate with each other. It was developed collaboratively and grounded in mutual respect. During the development, group members agreed they wouldn't have a meeting if someone couldn't make it, unless absentees gave permission to move ahead without them. Meeting locations were also rotated through each of the communities. These simple principles provided the basis that built trust and strong relationships.

The group collaborated with local organizations, educational institutions, and government agencies to identify community education needs and priorities. Through this exploration, additional partnerships were formed throughout the region. Once the concept was well established, funds within the region were leveraged to support three studies in 2014: an education asset inventory, research on the feasibility of education tourism as an approach to build local learning capacity, and a visitor market demand analysis for place-based education. These studies included four researchers from Royal Roads University, who brought their knowledge and expertise to the project.

The outcome of these initial studies resulted in the outline for a new direction which, once completed, allowed the working group to partner with the Westcoast Aquatic Management Association (WAMA) and Clayoquot Biosphere Trust (CBT) to secure additional funding. With this research and support, the West Coast N.E.S.T. was

launched in 2016 as a collective network that represents, provides marketing for, and connects local and visiting people to learning opportunities offered throughout the region.

With 2017 funding from B.C. Rural Dividend Program, Tourism Tofino and Tourism Ucluelet, they've developed a marketing tool and one full time education coordinator. Hiring of an education coordinator has helped to bring in and support additional programming, and with registration fees supporting the programming alongside additional endowment funding, N.E.S.T. is expected to progress positively.

N.E.S.T. is now run by the CBT as an umbrella organization that helps to deliver programming and coordinate with partner organizations and businesses. Although there is still a relationship, Tofino and Ucluelet are no longer formally or directly involved but still continue to invest in and support the program. Additionally, municipalities have now integrated N.E.S.T. into their economic development plans.

OUTCOMES

Embedded in Nuu-chah-nulth values of lisaak (living respectfully), Qwa'aak qin teechmis (life in the balance) and Hishuk ish ts'awalk (everything is one and interconnected), N.E.S.T. focuses on the following four sectors of educational tourism and life-long learning:

- University field school;
- Professional development courses;
- Adult learning, and;
- Youth learning.

To date, West Coast N.E.S.T. has seen good success and is still growing. While still in its initial operational stages, it is building long-term economic resilience for the region and is improving the lives of local youth, families, and businesses within each community. In 2018, the N.E.S.T. has:

“Be mindful to not invite partners into your process, instead offer an invitation to participate in an initiative or idea, and determine together what the process is going to be.”

Mayor Josie Osborne, District of Tofino



- Listed and supported 94 courses and 572 education events
- Hosted four major education tourism programs attended by over 1,000 people
- Provided six capacity-building initiatives for local organizations and businesses
- Supported over 1,300 jobs directly and indirectly
- Created activities and employment during off-season and shoulder seasons
- Created a 52% growth in website traffic
- Graduated over 40 students, from Nuu-chah-nulth and non-Nuu-chah-nulth communities, from the Leadership Vancouver Island Training program
- Helped to establish a high school training program which has created opportunities for indigenous and non-indigenous youth to stay in the region for work and gain skills in the tourism industry as instructors, guides, etc.

N.E.S.T. has provided shared benefits, support, and networking opportunities between communities and local businesses in the region outside of the direct programming offered. Recently the N.E.S.T. knitters retreat program featured workshops with notable local knitters and weavers and also includes events with local organizations, such as Wild Pacific Trail, and group dinners at local restaurants. Additionally, it has begun to influence the approach of Tourism Tofino, which has started to work with N.E.S.T., using their messaging to promote education tourism.

Promoting a culture of learning and collaborative problem solving, N.E.S.T. provides unique learning opportunities for visitors while also offering skill building, educational, and employment opportunities for local residents. In the process, it shifts from conventional consumer tourism to a more respectful, inquisitive and knowledge seeking, tourist who seeks to stay for longer periods of time, learn from local communities, experience local culture and in the long term, contribute to stewardship of an ecologically significant place.

LESSONS LEARNED AND KEYS TO SUCCESS

A core lesson learned in the process of developing the N.E.S.T. program was that education is intrinsic to the success and development of community building. Through innovation and embracing the collaborative potential behind all of these communities' knowledge-based resources, the N.E.S.T. program continues to thrive. Other lessons and keys to success include:

- ✓ **Find common ground.** Gain an understanding of each community's strengths and challenges in order to determine how to share and build partnership.
- ✓ **Be mindful of protocol.** Ensure that each community understands protocol. Recognize the needs and capacities of participation and work within them to fill in gaps and provide the support where needed.
- ✓ **Be patient and track success.** Record big wins, track numbers, and gain an understanding of how well your program is doing. These things take time and recording wins helps to encourage momentum.
- ✓ **Decentralize meetings.** Rotate meetings within partner communities in order to share the responsibility and burden of travel.
- ✓ **Marketing is challenging.** It's important to be persistent and patient with the success of marketing.
- ✓ **Shared principles.** Establish principles for working together collaboratively in order to consider the differences in styles of communication and problem solving.



PHOTO: Students show their cedar weavings from courses offered by Weaver Rose Wilson from Yuulu?i?ath First Nation, programming supported by the N.E.S.T. Photo by West Coast N.E.S.T.

“By developing education and capacity-building programs for local and visiting learners, N.E.S.T. is supporting the Clayoquot Biosphere Trust’s mission to facilitate the exchange of knowledge locally and globally. We’re connecting people across disciplines, cultures and boundaries.”

*Rebecca Hurwitz, Executive Director
of the Clayoquot Biosphere Trust*



Photo: N.E.S.T. worked with Tamagawa University to plan a series of workshops led by local educators and knowledge holders to learn about forests and forest management in the region. Photo by West Coast N.E.S.T.

PATHWAYS TO COLLABORATION

Pathways to Collaboration is a joint initiative of the Union of BC Municipalities (UBCM), the Province of British Columbia, and the First Nations Summit with funding from the Indigenous Business & Investment Council (IBIC). The project aims to showcase the growing number of successful economic development collaborations and partnerships between First Nations and local governments, while highlighting lessons learned and key steps to success.

The pathways to collaboration communities take are unique, reflecting the context of the communities involved, and involve different activities. Common pathway activities include protocol and communications agreements; servicing agreements and shared infrastructure projects; collaborative land use planning and development projects; joint economic development initiatives; and shared tourism projects. Like signposts along a pathway, these pathway activities are identified in the case study series.

For more information on the project, please contact the communities profiled, or visit www.ubcm.ca.

