VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING AGENDA
March 2, 2021 – 7:00 PM
TEAMS Electronic Meeting

1. **Call to Order**

2. **Public Input (maximum 30 minutes)**

   Mayor: "Public Input is for the purpose of permitting people in the gallery to provide input and shall be no longer than 30 minutes unless approved by majority vote of Council; each speaker may provide respectful comment on any topic they deem appropriate and not necessarily on the topics on the Agenda of the meeting; the public input opportunity is meant for input and questions and answers. Each speaker may not speak longer than 2 minutes but may have a second opportunity if time permits. Each speaker must not be allowed to speak regarding a bylaw in respect of which a public hearing has been held. For the record, please state your name and address."

3. **Introduction of Late Items**

4. **Approval of Agenda**

   Recommended Resolution:

   THAT the agenda for the Regular Meeting of Council for March 2,2021 be approved.

5. **Minutes of Previous Meetings**

   Recommended Resolution:

   THAT the minutes from the Regular Council meeting held on February 16, 2021 be adopted.

6. **Petitions and Delegations**

   a) **BC Assessment Presentation** - Maurice Primeau, RI, Deputy Assessor - Vancouver Island Region; Presentation on Investment Trends and Assessed Values in Sayward & North VI.

7. **Correspondence**

   a) BC Salmon Farmers Association Feb. 23, 2021
   b) BC Salmon Farmers Association Discovery Islands Report
   c) LCRB Liquor Policy Reinstatement of temporary authority for BC liquor manufacturers
   d) Event Resilience Summits, Youth and First Nations
   e) MP Blaney invites Minister to locate economic development office in North Island
   f) CRI FireSmart Community Funding & Supports Approval & Conditions of Funding
   g) ICET Rural Business and Community Recovery Program Grant Opportunity
   h) Volunteer on a Committee with the College of Pharmacists of BC

   Recommended Resolution:

   THAT correspondence (a) to (h) be received.

8. **Council Reports - None**
9. **Reports of Committees - None**
10. **Mayor's Report – Rise & Report on In Camera Meeting Feb 16, 2021**
11. **Unfinished Business – None**
12. **Staff Reports**

a) Staff Report: January & February 2021 Administrative Office Report **{pg 51}**

Recommended Resolution:

THAT Council receive the January & February 2021 Administrative Office report for information and discussion.

b) Staff Report: Streetlighting Replacement Schedule - BC Hydro **{pg 53}**

Recommended Resolution:

THAT Council receives the Streetlighting Replacement Schedule - BC Hydro Report for information and discussion.

c) Staff Report: Revenue Anticipation Bylaw No. 470 **{pg 69}**

Recommended Resolution:

THAT Council receive the Revenue Anticipation Bylaw 2021 Report for information and discussion.

d) Staff Report: Financial Plan 2021 – 2025 **{pg 71}**

Recommended Resolutions:

THAT Council receives the Financial Plan 2021-2025 Final report for information and discussion and;

THAT Council approves the 2021-2025 Financial Plan.

e) Staff Report: Proposed Revisions to Bylaw 416, 2015 Council Procedure Bylaw (Bylaw 471) **{pg 104}**

Recommended Resolutions:

THAT Council receive the Proposed Revisions to Bylaw 416, 2015 Council Procedure Bylaw Report for information and discussion, and;

THAT Staff post notice of the proposed revisions on the Village Website, the Campbell River Mirror, the notice boards, and the Village of Sayward News, April 2021 edition, and;

FINALLY THAT staff return to the April 6, 2021 council meeting with a summary of public comments received on the proposed revisions, and request that Council consider fourth reading and final adoption of the bylaw.

f.) Staff Report: Proposed Amendment to Bylaw 309, Zoning Bylaw, Section 602, Residential Commercial(R/C)

{pg 132}

Recommended Resolutions:

THAT Council receive the Proposed Amendment to Bylaw 309, Zoning Bylaw, Section 602, Residential Commercial(R/C) report for information and discussion, and;

THAT Council direct staff to return to Council with a bylaw to amend Bylaw No. 309, Village of Sayward Zoning Bylaw to remove subsection 602 1 (d) Dwelling, Single Family as a principal use.

13. Bylaws

a) Revenue Anticipation Bylaw No. 470, 2021

Recommended Resolutions:

THAT Revenue Anticipation Bylaw No. 470, 2021 be given first, second and third reading.

b) Council Procedure Amendment Bylaw No. 471, 2021

Recommended Resolution:

THAT Council Procedure Amendment Bylaw No. 471, 2021 be given first, second and third reading.

14. New Business

15. Public Question Period (maximum 15 minutes)

Mayor: "The purpose of the public question period is to permit people in the gallery to ask questions about the issues discussed by Council during the meeting. Speakers will be allowed to ask one question each. If time permits, after everyone has had an opportunity to ask questions, speakers will be allowed to ask a second question. For the record, please state your name and address." Given the meeting is being held electronically, any questions will have to be submitted in writing in advance of meeting adjournment.

16. In-Camera – None

17. Adjournment

Recommended Resolution:

THAT the Regular Meeting of Council for March 2, 2021 be adjourned.

VILLAGE OF SAYWARD
MINUTES
REGULAR COUNCIL MEETING
FEBRUARY 16, 2021
TEAMS Electronic Meeting

Present: Mayor Mark Baker
Councillor Norm Kirschner
Councillor Sue Poulsen
Councillor Tom Tinsley
Councillor Wes Cragg

In Attendance: Ann MacDonald, CAO
Lisa Clark, CFO
Melissa Coates, Finance/Admin Clerk

1. Call to Order

Meeting was called to order at 7:03 PM.

2. Public Input

MOTION R21/43
MOVED AND SECONDED

THAT the Public Input section be moved to the end of the meeting after Public Question Period.

CARRIED

3. Introduction of Late Items – COVID-19 office protocols – verbal update from the CAO

MOTION R21/44
MOVED AND SECONDED

THAT the COVID-19 office protocols – verbal update from the CAO be added to Item 14. New Business.

CARRIED

4. Approval of Agenda

MOTION R21/45
MOVED AND SECONDED

THAT the agenda for the Regular Meeting of Council for February 16, 2021 be approved as amended.

CARRIED

5. **Minutes of Previous Meetings**

MOTION R21/46
MOVED AND SECONDED

THAT the minutes from the Regular Council meeting scheduled for February 2 and held on February 4, 2021 be adopted as amended to reflect the departure of Councillor Kirschner due to illness at 7:38 pm.

CARRIED

MOTION R21/47
MOVED AND SECONDED

THAT the minutes from the Committee of the Whole meeting held on February 9, 2021 be adopted.

CARRIED

6. **Petitions and Delegations**

a) RCMP Quarterly Report, Cpl. Chris McMillan, Detachment Commander, Sayward RCMP

MOTION R21/48
MOVED AND SECONDED

THAT the presentation by Cpl. Chris McMillan, RCMP, Sayward Detachment be received.

CARRIED

b) Western Forest Products Ltd. Sustainable Forest Management Program, Jack Reynolds, TFL Forester; Kindry Mercer, Manager, Regional Initiatives WFP; John Deal, Manager, Forest Stewardship and Wildlife; Stuart Glen, Director of Forest Inventory and Stewardship.

MOTION R21/49
MOVED AND SECONDED

THAT the presentation by Western Forest Products be received.

CARRIED

c) Sayward Primary Healthcare Clinic Quarterly Report, (attached) NP Tracey Payne

MOTION R21/50
MOVED AND SECONDED

THAT the quarterly report from NP Tracey Payne, Sayward Primary Healthcare Clinic be received.

CARRIED

d) Sayward Fire Department monthly report (attached)

MOTION R21/51
MOVED AND SECONDED

THAT the monthly report submitted by Paul Hibbert, Sayward Fire Department be received.

CARRIED

7. **Correspondence**

a) British Columbia/Yukon Command Royal Canadian Legion
b) The Provincial Tree Planting Program and COVID-19 Protocols

c) Lymphedema Awareness Day March 6, 2021

MOTION R21/52
MOVED AND SECONDED

THAT correspondence (a) to (c) be received.

CARRIED

MOTION R21/53
MOVED AND SECONDED

THAT the Village of Sayward do hereby proclaim March 6th, 2021 as LYMPHEDEMA AWARENESS DAY and encourage all citizens to work together to promote and increase awareness so that the health and well-being of all those living with Lymphedema is improved.

CARRIED

MOTION R21/54
MOVED AND SECONDED

THAT Council approve the placing of a business card sized ad for $261.90 (plus GST, total $275) in the 16thBC/Yukon Command Royal Canadian Legion 16th Annual Military Service Recognition Book.

CARRIED

8. **Council Reports - None**
9. **Reports of Committees - None**
10. **Mayor's Report** – Mayor Baker provided a verbal update of the Mayor's meetings on the closing of the fish farms in the Discovery Islands.

MOTION R21/55
MOVED AND SECONDED

THAT the verbal update by Mayor Baker be received.

CARRIED

11. **Unfinished Business – None**
12. **Staff Reports**

a) Staff Report: 2020 COVID-19 Expenses

MOTION R21/56
MOVED AND SECONDED

THAT Council receive the 2020 COVID-19 Expenses report for information and discussion, and;

AND THAT $5,660 be transferred from the COVID-19 Reserve to offset expenditures related to COVID-19 for the 2020 fiscal year.

CARRIED

b) Staff Report: Village of Sayward Audit Planning Report

MOTION R21/57
MOVED AND SECONDED

THAT Council receive the Village of Sayward Audit Planning Report for information and discussion.

CARRIED

c) Staff Report: Council Appointments and Meeting Schedule 2021

MOTION R21/58
MOVED AND SECONDED

THAT Council receive the Council Appointment Schedule 2021 report for information and discussion.

CARRIED

d) Staff Report: FireSmart Homeowner Rebate Program Coordinator

MOTION R21/59
MOVED AND SECONDED

THAT Council receive the FireSmart Homeowner Rebate Program Coordinator Report for information and discussion, and;

THAT Council be advised of the outcome of the grant application and the upcoming work in summer 2021.

CARRIED

13. **Bylaws - None**

14. **New Business** – CAO provided a verbal update on new COVID-19 office protocols.

MOTION R21/60
MOVED AND SECONDED

THAT the verbal update from the CAO regarding COVID-19 office protocols be received.

CARRIED

15. **Public Question Period (maximum 15 minutes) - None**

16. **In-Camera**

MOTION R21/61
MOVED AND SECONDED

THAT in accordance with section 92 of the *Community Charter,* this Council Meeting will be closed to the public at this time in order that Council may give consideration to matters in accordance with Section 90(1)(c) of the Community Charter to discuss labour relations.

Opposed Cllr Cragg
CARRIED

17. **Adjournment**

MOTION R21/62
MOVED AND SECONDED

THAT the Regular Meeting of Council for February 16, 2021 be adjourned.

CARRIED

The meeting was adjourned at 8:32 PM.

_____

Mayor

_____

Corporate Officer

BC SALMON FARMERS

February 23, 2021

The Honourable Bernadette Jordan, P.C., M.P.
Minister of Fisheries, Oceans and the Canadian Coast Guard
200 Kent Street
Ottawa, ON K1A 0E6

Dear Minister Jordan,

In light of your government's decision to phase out existing salmon farming facilities in the Discovery Islands by June 30, 2022, attached please find a report, compiled by an independent third-party economic consultant, that examines the real consequences of your decision. The report highlights the financial, economic and social damages to workers, families, businesses and communities in the Discovery Island region of British Columbia and beyond.

As stated in our correspondence to you on December 29th, and confirmed in this report, more than 1,500 people could lose their jobs – and more than 24 per cent of BC's total annual farmed salmon production will be lost as a result of this decision. Without solutions to manage changes to production plans, the economic viability of the entire $1.6 billion salmon farming industry in BC is being put at risk.

Your government has received written expressions of concern from many Canadians: the affected producing companies, their suppliers, some First Nations, industry associations, local politicians, other business and farming organizations, and concerned private citizens. These letters have repeatedly reminded your government that salmon farming provides well-paying year-round jobs in remote coastal British Columbia where there are few other comparable options. These letters have gone on to stress that in order to develop a thriving Blue Economy for Canada, a priority for your government, no other sector has the same potential to contribute to: sustainable food development and security, a low-carbon footprint, rural coastal economic development – as well as real and long-lasting Indigenous reconciliation.

The attached report goes beyond simply restating these concerns, and moves toward solutions. As the report states, there are a number of immediate actions and decisions that companies have already taken or will have to take:

- ***Layoffs will begin taking place in mid-February 2021.***
- ***Freeze on planned investments:*** Shortly following your decision, investment plans were put on hold by head offices.

- ***Termination of commercial or benefits agreements:*** Existing commercial or benefits agreements in the Discovery Islands will be terminated.
- ***Euthanization of salmon:*** Unless solutions are offered to manage changes in production planning (e.g. fish are allowed to be transferred into the DI for grow-out, and an extension beyond the 18-month deadline is granted), 10.7 million fish will have to be euthanized; this process will begin taking place in mid-February 2021.

To understand why your decision necessitates the euthanization of salmon requires an understanding of salmon farming. Salmon farming works on a five-year operational cycle. This cycle entails: the selection of appropriate production sites; the growing of broodstock; the development of juvenile fish in large land-based hatcheries; the grow out of these fish in sea farms; and the subsequent harvest, processing and distribution of these salmon to markets around the world. Halting this cycle at any point will result in the killing of millions of animals and the loss of hundreds of millions of meals.

The simple act of extending the closure of the Discovery Islands farms and allowing young fish, already at various stages of growth in hatcheries and broodstock sites, to grow out at the farms would give the industry the necessary time to undertake an orderly transition, potentially saving hundreds of jobs and preventing the euthanization of millions of fish.

In the case of a similar and recent decision, in the Broughton Archipelago, actions to remove farms were not dictated by unworkable, arbitrary and ill-informed timelines. Instead the parties – Indigenous leaders, industry and the provincial government – carefully implemented a plan that deliberately minimized damage based on timelines that all agreed to and made sense. As a result of this approach, parties emerged from the Broughton process united and committed to reconciliation.

In contrast, with respect to the Discovery Islands which has more production and employment at stake – and thereby more potential for greater and perhaps irreparable damage – your government imposed this decision unilaterally, without industry input, or consideration of the the real impacts of the decision.

We hope this report helps you better understand how your government's decision not only immediately threatens the viability of 10.7 million animals – but also threatens the future viability of this critical industry. We are seeking a more responsible path forward that recognizes the need for:

- **Time –** We are asking that the decision be set aside to give everyone with a stake in salmon farming time to develop a plan to minimize its serious impacts.
- **Transfer** – We are asking that industry members be permitted to transfer fish already in their systems to the farms to complete their lifecycle.

- **Table** – We are asking government to bring all parties together in an inclusive and transparent process to find a better way forward and create unity in communities.

A pathway built upon these three pillars would:

- Allow completion of the current production cycle, thereby eliminating the need to euthanize 10.7 million fish (broodstock, eggs, parr/smolt in freshwater hatcheries, smolt in saltwater nursery sites, and young fish in saltwater grow-out sites). This would require allowing some young fish to be transferred from hatcheries to sites in the Discovery Islands over the next four to six months.
- Support coastal communities in mitigating what is presently an abrupt economic disaster.
- Provide opportunity for an orderly withdrawal that is respectful of all parties.
- Signal that salmon farming in British Columbia is a key component of the Blue Economy and that salmon farming will have certainty from Government policy going forward.

It is the hope of the BC Salmon Farmers Association membership that through a meaningful dialogue now, a more realistic timeline could be achieved. This would allow for proper transition planning, operational adjustments, and an opportunity to explore production relocation solutions that will serve to mitigate damages to the companies, communities, and families.

We urgently request your government commit to reconsider the process and meet with our industry immediately to begin a meaningful dialogue to minimize the damage of the Discovery Islands decision and chart a course for the future of the BC salmon farming industry.

Sincerely,



John Paul Fraser
Executive Director

c.c. Terry Beech, M.P., Parliamentary Secretary to Minister of Fisheries and Oceans
The Honourable Ravi Kahlon, M.L.A., Minister of Jobs, Economic Recovery and Innovation
The Honourable Murray Rankin, M.L.A., Minister of Indigenous Relations and Reconciliation
The Honourable Lana Popham, M.L.A., Minister of Agriculture, Food and Fisheries
Fin Donnelly, M.L.A., Parliamentary Secretary for Fisheries and Aquaculture
Michele Babchuck, M.L.A. North Island

BC SALMON FARMERS

Tim Sargent, Deputy Minister Fisheries and Oceans Canada
Mayor Andrew Adams, City of Campbell River
Mayor Dennis Dugas, District of Port Hardy
Mayor Brad Unger, Village of Gold River
Mayor Gaby Wickstrom, Town of Port McNeill
Mayor Mark Baker, Village of Sayward

CONSEQUENCES OF THE DECISION TO SHUT DOWN SALMON FARMING IN THE DISCOVERY ISLANDS

RIAS INC.
February 2021



SUMMARY

On December 17, 2020, the Minister of Fisheries, Oceans, and the Canadian Coast Guard announced the federal government's intention to:

- Phase out existing salmon farming facilities in the Discovery Islands, with the upcoming 18-month period being the last time this area is licenced;
- Stipulate that no new fish of any size may be introduced into Discovery Islands facilities during this time, starting immediately;
- Mandate that all farms be free of fish by June 30th, 2022, but that existing fish at the sites can complete their growth-cycle and be harvested before that date.

This report examines the financial, economic, and social consequences of this decision for workers, families, businesses and communities in the Discovery Island region and beyond, as summarized below:

IMPACTS OF THE SHUT DOWN OVER THE NEXT 18 MONTHS

- More than 24% of BC's farmed salmon production is being shut down;
- Potentially more than 1,500 people could lose their jobs in the near term. This includes:
    - At least 690 direct salmon farming jobs across the entire production cycle – broodstock farms, hatcheries, smolt farms, ocean farms, and primary processing;
    - BC businesses supplying goods and services to the salmon farming sector will lose over $155 million in business annually, putting an additional 630 jobs at risk across the province;
    - More than 200 induced jobs will be at risk at local businesses where salmon farmers spend their income – as diverse as grocery stores and vehicle dealerships.
    - More than 10.7 million young salmon and fertilized eggs currently in hatcheries and other facilities and which were designated to be raised in the impacted farms will have to be euthanized. This is equivalent to over 210 million meals worth of fish or about two years' worth of the province's total harvest of wild salmon.
- Potential losses to BC's salmon farmers from having to euthanize 10.7 million young fish amount to over $170 million.
- Salmon farmers will incur costs associated with decommissioning farms, made greater by the short timeline required.
- Salmon farming companies will lose almost $200 million in ongoing annual revenue from salmon farming and processing.

ONGOING RIPPLE EFFECTS ACROSS NORTH ISLAND COMMUNITIES

- In total, almost $390 million in annual economic output in BC will be lost, with $87 million less in annual salaries and benefits and 1,535 fewer jobs, mainly in remote coastal communities of BC where there are very few alternative employment opportunities or income sources for families.
- $21 million less in annual tax revenue at the local, provincial, and federal levels.
- First Nations partners will lose lease revenue companies pay on a quarterly or annual basis.
- Decreased donations to local food banks from salmon farming companies.
- Decreased support for hatchery and wild salmon restoration programs from salmon farming companies.

IMPACTS ON FUTURE INVESTMENT AND BC'S RECOVERY

Prior to the Discovery Islands decision, BC salmon farmers had planned to invest over $1.4 billion in the province in new technology and equipment, which would generate an estimated $2.7 billion in annual economic output and 10,950 additional jobs by 2050. These investments are now in jeopardy, which has direct implications for BC's economic recovery, particularly in remote coastal communities.



LOSS OF PRODUCTION AND JOBS IN THE DISCOVERY ISLANDS

Table 1 below provides estimates of the full direct, indirect, and induced economic impacts across BC that result from salmon farming in the Discovery Islands:

- Direct impacts are derived from the operations of front-end businesses that receive revenue and incur expenditures as a direct consequence of salmon farming operations. Salmon farming operations include broodstock farms, hatcheries, smolt farms, ocean farms, and primary processing of farm-raised salmon.
- Indirect impacts arise from the economic activity for suppliers of these front-end businesses, and at value-added processors.
- Induced impacts arise from the spending on goods and services as a consequence of the incomes earned by employees of the directly and indirectly affected businesses across BC.

Economic Contribution of Salmon Farming in BC

Every $1 of farmed salmon produced in BC generates:

- ✓ $1.96 in total economic activity across BC
- ✓ $0.78 in revenues for BC companies supplying goods and services to salmon farms
- ✓ $0.44 in wages for BC workers
- ✓ $0.11 in tax revenues for governments

Table 1: Annual Economic Losses from Shutting Down Salmon Farming in the DI

	Output (millions)	GDP (millions)	Labour Income (millions)	Employment (FTEs)	Total Tax Revenues (millions)
Direct	-$198.7	-$61.9	-$50.8	-222 (salmon farming) -468 (other front-end operations)	-$10.4
Indirect	-$155.2	-$54.6	-$28.1	-630	-$8.8
Induced	-$35.6	-$22.7	-$7.9	-215	-$2.4
Total	-$389.6	-$139.1	-$86.8	-1,535	-$21.5

Source: Estimated loss in output ($198.7 million) was calculated using an expected average price in 2021 of $9.25/kg x the average annual production (tonnes) from sites in the Discovery Islands reported to RIAS Inc. by salmon farming companies. Annual economic losses for BC were estimated by applying Input-Output multipliers from RIAS Inc.'s 2020 "Raising Opportunity" report for the BCSFA to the estimated revenues from salmon farming operations in the DI.
Notes: Direct impacts are for all "front-end" salmon farming operations, which includes not only on-farm grow-out activities, but broodstock farms, hatcheries, smolt farms and primary processing of farm-raised salmon as well.

As this table demonstrates, annual losses to the BC economy will amount to a reduction of almost $390 million in economic output across the province, $139 million less GDP, loss in salaries and benefits for BC workers of almost $87 million per year, and some 1,535 BC jobs across a range of sectors in the province, mainly in remote Indigenous and non-Indigenous coastal communities of BC where there are very few alternative employment opportunities.

This estimate is likely conservative, and the ultimate impact yet uncertain. The estimates in Table 1 could considerably understate the ultimate economic losses in BC resulting from closure of salmon farms in the Discovery Islands. Input-output models used in economics are constrained in their ability to accurately reflect the full effects across an industry value-chain when the "exogenous shock" to an industry is large enough to alter the underlying structure of dependencies between sectors, and the survival of suppliers in non-diversified markets. Shutting down 24% of an industry's production likely exceeds this threshold, particularly when it takes place in a predominately rural economy where businesses within the supply chain have very limited opportunities to pivot their operations to other sectors or markets. Some businesses may fall below economic viability and be forced to cease operations. Businesses operating in fish processing, high-tech equipment supply, and fish net supply have already expressed concern that the impact of this decision is significant enough it could make them

economically unviable and force them to go out of business entirely, even though salmon farming is not their only line of business. In such instances, the indirect impacts shown in Table 1 would likely be larger than shown. This would have cascading forward effects (on induced impact estimates) and backwards effects (on direct impact estimates).

Overall, the estimates in Table 1 should be viewed as lower bound estimates of the likely impacts on BC's economy over time.

AN EXAMPLE – ONE SEGMENT OF THE SALMON FARMING INDUSTRY:

Table 2 provides summary information on the impact of this decision on the 19 salmon farms within the Discovery Islands operated by Mowi Canada West, Cermaq Canada and Grieg Seafood BC that are now in the process of being shut down as a result of the December 17 decision. Salmon farming is a highly integrated business, so the impact of this decision goes far beyond the operations related to the 19 farms. Therefore, this is only part of the impacts, and does not include direct jobs in other divisions of those companies nor indirect jobs at suppliers. This also does not include data for two other farm companies whose licences are for Pacific salmon and other species of fish, but who were also included in the decision to close farms sites in the Discovery Islands.

Table 2: Loss of Salmon Farming Production and Jobs in the Discovery Islands

Number of Salmon Farms	# of Employees Directly Involved in Discovery Island Farm Operations	Average Annual Production (tonnes)	% of Farmed Salmon Production in BC
19	222	21,490	24.2%

Over 24% of BC's farmed salmon production is being shut down. A total of 19 Atlantic salmon farms will be closed, comprising over 30% of Mowi Canada West's production, 20% of Cermaq's production and 12% of Grieg Seafood's production. Overall, 21,490 tonnes in annual production in the Discovery Islands will be lost, equaling more than 24% of BC's total annual farmed salmon production in 2019.

Layoffs will start in Q1 2021. Layoffs will commence in Q1 2021 and more than 220 people directly related to the salmon farms will be impacted. This does not account for direct jobs in other front-end salmon farming operations like processing, nor indirect jobs at local suppliers or induced jobs.

Because the companies are unable to stock those farms going forward and several of the farms were empty and scheduled for stocking early in 2021, those impacts will start being felt in the first quarter of 2021, with layoffs beginning in that period. The companies must also account for the time it will take to decommission farms, and so will have to shut them down well before the 18-month cut-off. Further, more than 10.7 million young fish ready for transport to those farms will have to be euthanized (see Table 5 below).

Table 3: Impacts of DI Closures on Employees Working on Impacted Salmon Farms and their Families

	Courtenay/ Comox/ Cumberland	Campbell River/ Sayward/ Discovery Islands	Port Hardy/ Port McNeil	Port Alberni/ Tofino/ Ucluelet	West Coast NVI	Sunshine Coast / Metro Vancouver	Other areas in BC	Total
Number of employees – by residence location	19	92	18	4	1	83	5	222
Salaries & benefits (millions)	$1.47	$7.30	$1.43	$0.34	--	$6.48	$0.59	$17.7
% above average salary for the region	31.7%	52.6%	34.1%	50.8%	--	33.5%	--	--
Number of dependent adults affected*	13	51	4	2	1	51	3	125
Number of dependent children affected**	8	48	8	6	0	53	9	131

Source: RIAS Inc. calculations based on data submitted by BC salmon farming companies and salary data by from Statistics, T1 Family File, Table I-04 - Individual data - Taxfilers and dependents with income by source of income, 2017
Notes: * dependent adults risk losing or facing reduced extended health, dental, life insurance or spousal RRSP's
** dependent children face risk of losing extended health, dental or life insurance

The job losses are real: affecting workers and their families across BC. BC salmon farmers have built a strong employee base in the coastal communities they operate in, with jobs paying approximately 30% more than the median employment income in BC. Many employees support dependent adults and children. Table 3 shows the number of salmon farming company employees, including Indigenous employees, working directly on the farms who will likely lose their jobs as a result of the Discovery Islands closures, the resulting loss in salaries and benefits, and the number of adult and child dependents that would be affected. Again, this does not reflect direct jobs in other front-end salmon farming operations nor indirect jobs at suppliers, but is being used as an example.

The week-on/week-off nature of many farm positions allows employees to live in their own communities throughout Vancouver Island and mainland BC and commute to work once a week. Thus, while many salmon farm workers live near their worksite, many live in other regions including Metro Vancouver. This is likely less true for employees working at land-based facilities such as hatcheries and processing facilities, which have a more traditional work schedule. Thus, the impact of those job losses will be more focused in the Campbell River and larger Vancouver Island regions.

Most jobs at BC salmon farming companies are full-time permanent roles with employer-paid benefits including pensions, matching RRSP contributions and up to 100% coverage for prescriptions, dental and vision care. This is a significant factor for the many young families working in aquaculture and contributes to the low turn-over in this sector. The exception is long-term disability coverage, which must be employee-paid. Starting salaries are generally over $19/hour, with benefits for the employee and families in place. That is a starting wage which is over $4/hour more than BC's $14.60/hour minimum wage, plus the cost of their benefits, which are normally about 20% of salary.

In contrast, jobs in other major business sectors on the BC coast tend to be seasonal, such as the commercial fisheries, tourism and seasonal harvesting industries, and are typically part-time, lower paying, and lack benefits such as employer paid medical benefits, paid vacation time and employer-matching RRSPs. This means that for many households in both Indigenous and non-Indigenous communities on north Vancouver Island, the salmon farm employee is the primary wage earner and possible the sole source of family medical and extended coverage benefits. As shown in Table 2, the average salaries earned by salmon farming employees are between 32% to 53% more than average salaries by region.

Average loss of more than $79,000 in salary and benefits per family. The closure of these 19 salmon farms in the Discovery Islands means that 222 families with a member working directly on one of those farms will lose, on average, more than $79,000 in salary and benefits per year. As detailed in Table 3, this will affect 125 adult dependents (spouses or partners) and 131 dependent children. Losing that income and benefits is a significant destabilizer to households:

When an employee loses a job in salmon farming, adult partners are also affected negatively beyond a loss of income into their homes, by losing out on RRSP contributions for their future, losing life insurance on their partner, and losing extended health, dental and life insurance for themselves.

For children under the age of 18, there is a loss of extended health, dental and life insurance benefits.

IMPACT ON LOCAL BUSINESSES

Table 4 shows how many businesses, located across BC, that supply goods and services to salmon farming operations would be affected, and the amount of revenue they would lose from the closure of salmon farming sites in the Discovery Islands region.

The Sunshine Coast and Metro Vancouver region will see the most significant impact by revenue, Campbell River/Sayward/Discovery Islands by number of impacted local businesses.

Suppliers to the salmon farming include companies which provide feed, nets/ pens/cages/ tanks, diving services, floatation systems and buildings, engines and mechanical supplies and services, refrigeration and cooling, processing and packaging, electrical/plumbing products and services, construction services, safety devices, fuel, transportation services, insurance/finance/accounting services, legal services, consulting and research services.

Table 4: Impact of Discovery Islands Closures on Suppliers of Goods and Services in Local Communities

	Courtenay/ Comox/ Cumberland	Campbell River/ Sayward/ Discovery Islands	Port Hardy/ Port McNeil	Port Alberni/ Tofino/ Ucluelet	West Coast NVI	Sunshine Coast / Metro Vancouver	Other areas in BC	Total*
Number of suppliers of goods and services to Discovery Islands salmon farms	48	267	62	97	5	214	57	759
Annual spending on these suppliers ($ millions)	$3.34	$20.47	$5.39	$4.52	$0.54	$40.61	$12.93	$90.9

Source: RIAS Inc. calculations based on preliminary data submitted by BC salmon farming companies.
Notes: * total includes spending on vendors outside of BC.

OTHER COMMUNITY IMPACTS

Indications from both the provincial and federal governments highlight that the COVID-19 pandemic will continue to impact BC for months to come – creating mental health concerns, financial impacts on individuals and families, increasing rural communities' demands for food bank support, increasing domestic violence, and worsening related alcohol and drug issues. History has shown similar impacts occur when large-employer sectors close operations and lay off large number of employees in rural communities.

A recent report highlighted that Campbell River has three primary economic pillars – aquaculture, forestry, and tourism. With the pandemic affects already being felt in the region through the loss of tourism dollars, the closure of this second vital industry could be catastrophic for the North Island region as it will have ripple affects throughout the community.



SHORT-TERM ACTIONS/DECISIONS

There are a number of immediate actions and decisions that salmon farming companies and businesses supplying the salmon farming sector will have to take, or in many cases have already started to take:

- Freeze on planned investments: Shortly following the Minister's decision, investment plans were put on hold by head offices. In some cases, capital investment in equipment is still being contemplated, but investment in new construction to expand production has been frozen.
- Termination of commercial or benefits agreements: Existing commercial or benefits agreements in the Discovery Islands will be terminated.
- Euthanization of salmon: Unless an extension to the 18-month deadline is granted, 10.7 million fish will have to be euthanized, and this process will begin taking place in mid-February 2021.
- Impact on the ability to support communities through sponsorship and donations programs: Reduced operations will have a negative impact on the ability of salmon farmers to support annual community giving and support programs such as food bank donations, support for local youth programs and initiatives, and ongoing involvement in community-led shared value projects.
- Reduced support for local salmon enhancement and restoration work: Reduced operations will limit the ability of local salmon farming companies to provide both financial and in-kind support for local non-profit enhancement groups and to support large habitat restoration projects.

DESTRUCTION OF SALMON TO MEET 18-MONTH DEADLINE

5-Year Planning and Production Cycle: Salmon farms operate on a five-year cycle. In order to effectively operate, salmon farming requires advance planning of upcoming generations of fish, site fallowing and contingency planning for up to 60 months.

- Broodstock to egg: BC salmon farmers raise and care for broodstock fish in specialized farm sites. Broodstock are grown for three to four years prior to spawning. Egg requirements and therefore the number of broodstock fish required are established based on a five-year saltwater plan.
- Freshwater stage (12-24 months): Eggs from the companies' broodstock are raised in land-based hatcheries on Vancouver Island. They spend the first 1-2 years of life in those sites, until they are in the 100-150 gram size and ready for ocean pens. This replicates how Atlantic salmon thrive in the wild – spending the first part of their lives in fresh water lakes and streams before migration to the ocean.

- Saltwater stage: (18-22 months) Smolts are stocked (ponded) into nursery sites and grown to about 1 kg size, and are then transferred to a grower site – what one might commonly envision as a salmon farm. This process takes another 18-22 months. The life-cycle of a salmon from egg to harvest is about three years total.
- Fallow period (2-6 months): All sites are fallowed between batches of fish.
- A typical production cycle including fallowing ranges from 32 to 52 months.

The 18-month deadline set in the initial Discovery Island decision does not allow for or recognize the reality of the full planning and production cycle for farmed salmon. Thus, it will require extensive culling of fish currently in the egg – smolt stages who were designated for the Discovery Islands farms.

Table 5: Farmed Salmon Losses in DI at Various Stages of the Production Cycle (18-month deadline)

	Current Number of Salmon	Current Book Value ($ millions)	Number That Must Be Euthanized	Cost to Euthanize	Lost Profit ($ millions)	Total ($ millions)
Broodstock (salmon and parr)	58,000	$1.9	57,000	$108,000	$19.4	$21.4
Eggs/alevins	5,390,000	$1.1	5,390,000		$28.9	$30.0
Parr/smolt in freshwater hatcheries	2,050,000	$7.3	2,050,000	$399,000	$23.4	$31.0
Smolt in saltwater nursery sites	3,250,000	$15.3	3,250,000	$1,185,000	$34.1	$50.7
Young fish in saltwater grow-out sites	1,720,000	$38.5			$0.0	$38.5
Total	12,468,000	$64.1	10,747,000	$1,692,000	$105.8	$171.6

Source: RIAS Inc. calculations based on preliminary data submitted by BC salmon farming companies

Table 5 shows the total number of salmon at each stage of the production process for the 19 salmon farms in the Discovery Islands. In total, including broodstock, there are almost 12.5 million salmon currently in the Discovery Islands production cycle (other than those currently on the farms themselves). While the companies will be able to find space at other facilities for some of the fish, given that 26.3% of their total farm capacity is being eliminated, most fish will have to be euthanized.

Since the decision stipulates that no new fish of any size may be introduced into Discovery Islands facilities over the 18-month period, more than 10.7 million salmon already in the operational cycle with a current book value of more than $64 million will have to be euthanized, at a cost of about $1.7 million. At harvest, those 10.7 million salmon would have become over 210 million healthy meals, the equivalent of more than two years of wild salmon landings in BC.

The return on these salmon if they were to reach harvest size would be about $105 million. With current book value and costs of euthanizing the fish factored in, the total loss for salmon farming companies would be over $170 million.

OTHER FINANCIAL CONSEQUENCES

Table 6 shows other losses BC salmon farmers will be forced to absorb. Decommissioning costs are expected to range from over $11 million to more than $17 million. It must also be noted that no decommissioning can take place without a site licence, and the Minister stated that the Discovery Islands site licenses will not be renewed in June 2022. Capacity does not exist within BC to decommission all sites in the Discovery Islands in only 18 months. Contractors from outside of the province will have to be brought in to meet the deadline, at much higher cost than local firms.

Table 6: Preliminary Estimates of Site Decommissioning/Closure Costs (18-month deadline)

	Low Estimate (millions)	High Estimate (millions)
Net-pen removal	$6.6	$10.7
Other facilities, infrastructure	$4.9	$6.5
Total	$11.5	$17.3

Source: RIAS Inc. calculations based on preliminary data submitted by BC salmon farming companies

Even with additional outside contractors, it is not yet clear whether the 18-month deadline can be met, leaving the prospect that some pens, facilities and infrastructure will still remain in the water, unlicensed and untended, after June 2022.

Table 7 shows other financial impacts that companies are expecting, such as loss of sales due to the impact of loss in volume/scale on supply arrangements and prices with retailers, and potential loss of customers to other countries, and other costs such as staff re-training and severance.

Table 7: Preliminary Estimates of Other Financial Losses (18-month deadline)

	Low Estimate (millions)	High Estimate (millions)
Impacts on remaining sales	-$13.4	-$13.4
Staff training/re-training/re-location costs	$0.16	$0.48
Staff severance	$2.24	$3.31
Total	$15.8	$17.2

Source: RIAS Inc. calculations based on preliminary data submitted by BC salmon farming companies



IMPACT OF THE DECISION ON BC'S RECOVERY

The figures in this report do not include the loss of economic benefits related to capital investments that BC salmon farming companies had planned to make but have now had to put on hold due to this decision. The BC Salmon Farmers Association's (BCSFA) "Raising Opportunity" report outlined the planned investments and positive future prospects for the salmon farming industry, the coastal communities within which they operate, and for Indigenous partners. Released in November of 2020, the report quantified the important role the sector was poised to play in BC's recovery from the COVID pandemic.

Overall, BC salmon farmers had planned:

- Investing $113 million in new facilities and technology in the short term (2021), generating an additional 13,580 tonnes of annual production capacity.
- Potential for an additional $684 million in investments in the medium term, increasing production capacity by more than 65,000 tonnes.
- Potential for even more investments in the longer term of $618 million, adding 54,000 tonnes of production.

Figure 1: Impact of the Decision on Salmon Farming in BC to 2050

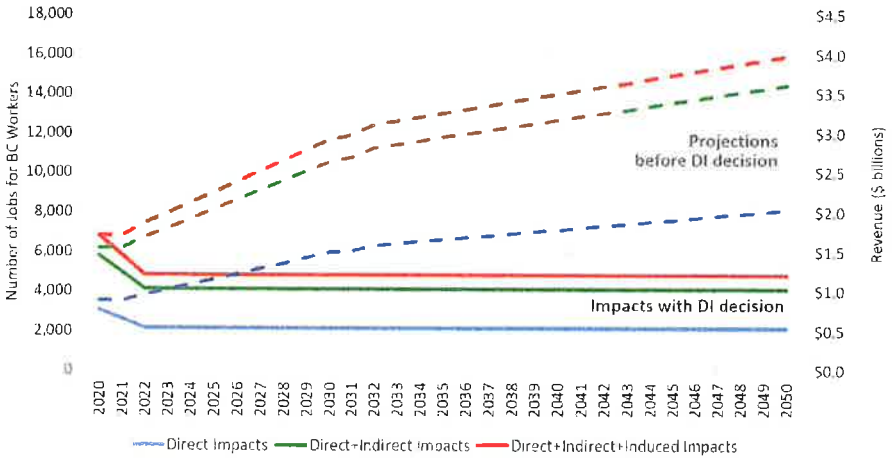


Figure 1 shows the projected economic benefits of the sector's planned investments across BC vs. the likely future due to the Discovery Islands decision:

- By the end of 2021, BC salmon farming was expected to generate total economic output across the province of $1.68 billion, $625 million in GDP, employ more than 6,800 BC workers, and generate $95 million in annual tax revenues.
- By 2030, if greater certainty was achieved for salmon farmers, total economic output generated by farmed salmon was expected to reach $2.9 billion per year in BC, creating over $1 billion in GDP in the province, with almost 11,600 jobs paying $630 million in wages, and generate over $150 million in tax revenues per year.

- By 2050, total economic output was expected to reach just under $4 billion per year, generating more than $1.4 billion in GDP per year, with almost 15,800 jobs earning $895 million in wages, and contributing $220 million in tax revenues to government coffers per year.

However, the closure of the Discovery Islands farms has placed an immediate chill on these investment plans, which will have a dramatic and long-term effect on the economic benefits from salmon farming as well as the role that salmon farming could have played in the economic recovery of BC. Figure 1 shows that the decision eliminates not only the annual economic benefits generated across BC by salmon farming operations in the Discovery Islands, but all the future economic benefits that would have accrued from the planned investments to expand salmon farming production across BC. The resulting losses include:

- By the end of 2022, $600 million less economic output across the province and over 2,600 fewer jobs for BC workers than projected before the DI decision.

  By the end of 2030, $1.65 billion less economic output in BC and 6,760 fewer jobs than projected before the DI decision.

- By 2050, more than $2.7 billion less economic output and 10,950 fewer jobs across BC than projected prior to the DI decision.



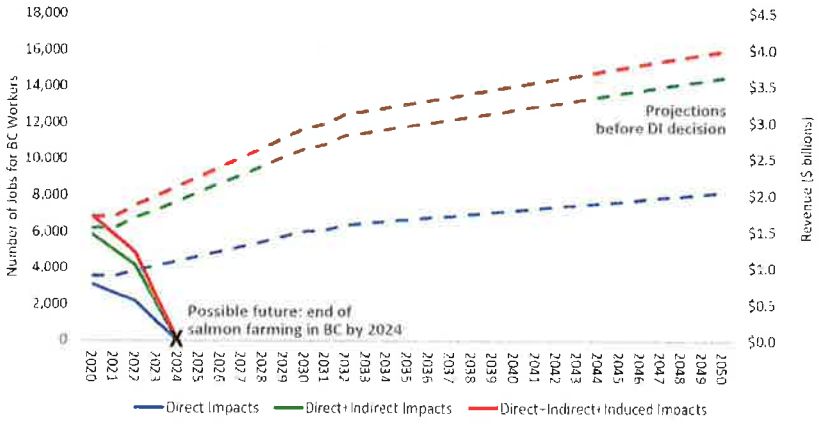
POSSIBLE FUTURE CONSEQUENCES: PRECEDENT ESTABLISHED BY THIS DECISION

End of BC salmon farming by 2024? The manner in which the Discovery Islands decision was made has raised questions regarding the engagement process and how the decision was achieved given the lack of engagement with affected communities, organizations, businesses and local elected officials. BC salmon farming companies, employees, families and communities whose livelihoods depend on salmon farming face an uncertain future and many questions regarding how and when site license and tenure renewals will be made in other regions moving forward:

- On what basis are federal licensing decisions on salmon farming in BC being made?
- What factors are considered in those federal decisions, and how much weight is given to each factor?
- Who has the right to say "no" to salmon farms? And on what grounds are objections permissible? Recent peer-reviewed science led by DFO has shown that salmon farms pose a minimal threat to wild salmon, so are concerns over impacts to wild salmon still legitimate grounds for the closure of farms?
- What parties, groups and organizations have been involved in the decision-making process to this point?
- What consultative processes are being followed to ensure that open, transparent and informed decision-making is taking place?
- When will industry be given the opportunity to speak on behalf of its operations, and employees?
- Who makes the final decision, and do they understand fully the consequences of their decision on families and communities in BC?

In the absence of clear answers to those questions, the implication of the Discovery Islands decision is that there may be no objective way for salmon farming companies to meet the requirements for license renewal in BC. This means the industry faces the prospect that similar decisions on all remaining site licenses could occur when they are up for renewal in June 2022. If this were to be the case, this would result in complete termination of all salmon operations in BC by 2024, as outlined in Figure 2 below.

Figure 2: Possible Future Consequences – End of BC Salmon Farming by 2024



IMPACTS OF THE DECISION BEYOND BC

Spillover Impacts in Atlantic Canada? While the Discovery Islands decision directly affects salmon farming in BC, it has created a great deal of uncertainty and concern for salmon farming operations in Atlantic Canada as well. Salmon farming companies operating in Atlantic Canada have committed to significant investment and expansion of their operations (ACFFA, 2021), and some of those plans may now be at risk due to the unpredictable nature of the Minister's decisions affecting the salmon farming sector in Canada.

Cease to Invest in Canada? The salmon farming companies operating 19 sites in the Discovery Islands are owned by large multinational, publicly traded companies. These companies have issued "cease to invest" direction to operations in BC, as Canada is no longer seen as having a stable investment climate for salmon farming compared to other countries competing for investment dollars. The decision may also have spill-over effects on investments by these multinationals in other sectors in Canada.



OPTIONS TO REDUCE/OFFSET DAMAGES

Companies were asked to provide input on if and how the financial damages they face could be moderated. We clearly heard during the research for this report concerns about the lack of consultation by the federal government leading up to their decision. Companies believed that greater engagement by the federal government with the industry would have lead to a more informed decision that could have been implemented in a manner to better manage and mitigate the negative impacts on all affected parties, or at least established a fairer, more realistic transition plan. Similar comments were made by other parties with an interest in the industry – locally elected officials, the province, local First Nations, and local businesses as this report was being prepared. Clearly, the federal government may want to review their process, and strongly consider revisiting the decision.

Failing such reconsideration, we heard that if the time period for closure of the Discovery Islands region was extended from the current 18 month deadline to about 54 months to allow juvenile salmon and eggs to complete their lifecycle, and companies were permitted to stock the farms as planned with juveniles already in their systems, it would allow salmon farmers to avoid mass culling and to fully decommission sites in an orderly manner. While this doesn't change the ultimate outcome within the Discovery Islands, it helps to make the situation more manageable, and mitigates some of the short-term damages.

Overall, a 54-month timeframe would provide sufficient time to forestall the impending devastation for salmon farming companies, suppliers, Indigenous partners, employees and families by:

- Allowing completion of the current production cycle, thereby eliminating the need to euthanize 10.7 million fish. This would require allowing some young fish to be transferred from hatcheries to sites in the Discovery Islands over the next 4-6 months.
- Reduce losses from the destruction of fish by over $170 million, and reduce decommissioning costs to the lower estimates shown in Table 5, possibly saving another $5-6 million.
- Support coastal communities in mitigating what is presently an abrupt economic disaster, and provide a less disruptive transition for employees and their families.
- Provide opportunity for an orderly withdrawal that is respectful of all parties.

APPENDIX A: METHODOLOGY

For the purposes of this assessment and in the absence of full details about the government's plan at this time, we have adopted a literal interpretation of Minister Jordan's announcement, that all net pen operations in the Discovery Islands would be closed by June 30, 2022. Implementation of such a plan has the following implications:

1. All salmon would be removed from net pen sites on or before June 30, 2022. Decommissioning/ closure activities (removal of structures, moorings, equipment, etc.) would take place within the 18-month period prescribed in the Minister's decision. We note a couple of practical problems with this assumption: there is not enough capacity within BC to remove all the pens in the Discovery Islands within 18 months, and a valid site license must be in place to remove net pens and site infrastructure. If no licenses are to be renewed after June 30th, 2022, then it may be impossible to complete the work required to decommission all Discovery Islands sites.
2. Supporting activities for Discovery Islands operations (e.g., hatcheries, processing plants) would be phased-out as farm sites are closed over 18 months. Equipment, vessels and other assets will be sold off as operations wind-down.
3. Closure costs could also include penalties for cancelling contracts (e.g., vessel leases, maintenance contracts).
4. Companies would cancel some or all planned future investments and capital expenditures and cease funding for some community programs, scientific research, and indigenous partnerships (as indicated in their response to our questionnaire).
5. Some ripple effects on aquaculture investments are also anticipated in Atlantic Canada, but are not quantified in this report.

BCSFA salmon farming members operating in the Discovery Islands completed a brief questionnaire seeking information about the implications of the Discovery Islands decision on their operations. RIAS Inc. also used a number of additional sources of information to validate baseline financial data and direct economic impact information provided by BCSFA member companies, and to estimate the broader indirect and induced impacts on the BC economy. Additional sources of data included:

- Annual Reports for salmon companies operating in BC
- BC Salmon Farmers Association (BCSFA). Raising Opportunity – How Farm-Raised Salmon Can Lead BC's Post-COVID Recovery, November 2020.
- Atlantic Canada Fish Farmers Association (ACFFA). Socioeconomic Benefits of Salmon Farming in Atlantic Canada. September 4, 2020
- Statistics Canada. Table 36-10-0595-01 Input-output multipliers, provincial and territorial, detail level
- Statistics Canada. Table 32-10-0107-01 Aquaculture, production and value
- Statistics Canada. Table 32-10-0108-01 Aquaculture economic statistics, value added account

Lisa Clark

From: LCRB Liquor Policy LCRB:EX <LCRBLiquorPolicy@gov.bc.ca>
Sent: Monday, February 22, 2021 12:28 PM
Subject: Policy Directive 21-02: Reinstatement of the temporary authority for BC liquor manufacturers to direct deliver liquor to retail customers from registered offsite storage locations.

Hello,

I am writing to announce Policy Directive 21-02 which reinstates the temporary authorization for liquor manufacturers to deliver their liquor products directly to retail customers from their registered offsite storage facility, in addition to their onsite store, effective up to and including **December 31, 2021**.

This measure was one of the most recent emergency recommendations put forward by the industry Business and Technical Advisory Panel (BTAP) to mitigate some significant challenges BC manufacturers are having getting their product to consumers as a result of the ongoing COVID-19 pandemic.

Reinstating this authorization will continue to allow manufacturers to reduce large volumes of product in their offsite storage facilities that would normally be destined for hospitality customers, by selling to individual consumers.

It's important to note that this temporary measure does not authorize liquor manufacturers to sell liquor from their offsite storage facility. People will still be required to complete transactions through a licensee's on-site store, online or by telephone. They will not be able to physically purchase product at offsite storage locations, as per current policy.

This temporary measure will expire on **December 31, 2021**. If you have any questions about this policy, please email LCRBLiquorPolicy@gov.bc.ca.

Sincerely,

Mary Sue Maloughney
Assistant Deputy Minister and General Manager
Liquor and Cannabis Regulation Branch

BRITISH COLUMBIA

Liquor and Cannabis Regulation Branch
POLICY DIRECTIVE
No: 21 - 02

Date: February 22, 2021

To: Liquor manufacturer licensees
Police agencies
Local governments

Re: Reinstatement of the temporary authority for BC liquor manufacturers to direct deliver liquor to retail customers from registered offsite storage locations.

Current Policy

Manufacturers may deliver liquor to retail customers from their onsite store only. They may not deliver to retail customers from their registered off-site storage locations.

From July 31, 2020 to October 31, 2020, BC liquor manufacturers were permitted to direct deliver liquor to retail customers from their registered offsite storage location(s). The temporary authority has expired.

For more information, see Policy Directive 20-21.

New Policy

In response to the COVID-19 pandemic, the Province's March 2020 declaration of a state of emergency and the Provincial Health Officer's March 2020 declaration of a public health emergency, the General Manager (GM) of the Liquor and Cannabis Regulation Branch (LCRB) is putting in place time-limited measures to provide support to manufacturing licensees.

The GM is reinstating the authorization, by term and condition, to temporarily authorize manufacturers to direct deliver liquor to retail customers from their registered offsite storage locations.

This reinstated policy is effective up to and including **December 31, 2021**.

Explanation

The re-instatement of this time-limited policy responds to the emergency recommendation put forward by the Business and Technical Advisory Panel in response to the ongoing COVID-19 pandemic. It is intended to mitigate associated negative economic impacts on liquor

manufacturers.

The GM is satisfied that it is not contrary to the public interest to temporarily allow manufacturers to direct deliver their liquor products to customers from their registered offsite storage locations due to the extraordinary circumstances of the ongoing COVID-19 pandemic, the state of emergency and the public health emergency.

Further Information

Further information regarding liquor and cannabis control and licensing in British Columbia is available on the LCRB website at https://gov.bc.ca/lcrb.

If you have any questions regarding these changes, please contact the LCRB toll free in Canada at 1-866-209-2111 or 250 952-5787 if calling from the Victoria area.

Disclaimer

This communication is intended to be used only for general informational purposes and may not apply to all situations. This communication does not constitute legal advice nor is it a comprehensive statement of the legal obligations that arise under the *Liquor Control and Licensing Act*, regulations, or any other applicable laws. When interpreting and applying the information contained in this communication, you are encouraged to seek specific advice from your professional advisors as appropriate in the circumstances.

Original signed by

Mary Sue Maloughney
Assistant Deputy Minister and General Manager
Liquor and Cannabis Regulation Branch

Event Resilience Summits, Youth and First Nations

The VICC-CLP (Vancouver Island and Coastal Communities Climate Leadership Plan) Steering Committee is a group of local government representatives appointed by regional districts to build a Climate Action and Resilience Plan out to 2030 for Vancouver Island and Coastal Communities. In November of 2020 the first of three summits featuring a series of interactive, action-oriented workshops where elected officials and staff from municipalities and regional districts across the Vancouver Island and Coastal Communities region, collaborated around how to build more resilient communities as we act to mitigate and adapt to climate change.

We wanted to do this working together and we knew that for a number of reasons, Covid restrictions being one of the main ones, that we would have to divide the first series of engagements into three summits. We now have the summary of the first summit and are planning the next two, one for First Nations communities and one for youth and young adults between 12-26.

We reached out to an Indigenous Planning organization to work on the development and facilitation of the First Nations summit and are developing a youth planning team of young leaders across the Island and Coastal Communities. Once these summits are completed, the information from each will be compiled into a draft Resilience Plan for 2030 for the island and coastal communities. We will then take that plan back to the participants for feedback before producing a final document. At that time we will hold an join session with people from all three summits to develop the actions required to meet the goals in the plan. Our hope is that this will take place in person in the late fall of 2021 and a final strategy with action steps can be presented and adopted at the AVICC and other tables identified through this process.

Now we need all of these voices reflected in this document in order for it to be truly reflective of Vancouver Island and Coastal Communities. At this time we are looking for funding to support these next stages of this work, please see the budget below and reach out with any further questions.

With best wishes,
The Vancouver Island and Coastal Communities Climate Leadership Plan Steering Committee
www.viccclp.com

Budget

Item	Breakdown of Costs	Secured	Total Funds Required
First Nations Planning Facilitation and Engagement	Planning and Engagement 2ppl x 100hr x 36hrs 2ppl x 150hr x 8hrs		9600
Youth Planning, Facilitation and Engagement	Youth Planning and Facilitation Committee 10 youth x $20 x 20hrs		4000
Admin/Tech/Communications	2ppl x $25 x 60hrs	2000	1000
Total Funds Required			**$14,600**

Lisa Clark

From:	Blaney, Rachel - Riding 1 <Rachel.Blaney.C1@parl.gc.ca>
Sent:	Monday, February 22, 2021 1:57 PM
To:	Blaney, Rachel - M.P.
Subject:	FW: draft release: Blaney invites Minister to locate economic development office in North Island-Powell River
Attachments:	Letter Min Joly re BCRDA 02-22-2021.pdf

For Immediate Release

North Island-Powell River MP has asked Minister of Economic Development, Mélanie Joly, to establish in her riding an office of the new economic development agency for British Columbia.

The new Regional Economic Development Agency for BC was announced in the federal government's fall economic update, and would better serve the specific realities of BC, separate from Western Economic Diversification Canada which includes the prairie provinces. The details of the new agency have yet to be announced, but Minister Joly has been consulting with British Columbians on what it should look like.

In her letter to the Minister, Blaney outlined recent economic challenges in her region due to "a combination of events largely outside of our control" including the 10-month forestry strike, Powell River mill curtailment, sports fishing restrictions, salmon farm closures, and the COVID pandemic.

Blaney pointed to the Minister's mandate to work with Fisheries Minister Bernadette Jordan to develop a blue economy strategy to grow the ocean economy and create good jobs and opportunities for coastal communities while advancing reconciliation and conservation objectives, stating "there is no region more fitting of this mandate than the one I represent."

Blaney cited her recent private members motion *M-53: principles of a sustainable and equitable future* stating that "Canada's economic recovery from COVID-19 must include a multi-lens approach on support for rural and remote regions."

"Having a government office in one of our communities would allow your department to experience first-hand the challenges of connectivity and transportation in rural and remote regions, which can only lead to better local economic outcomes for all who are to be served by this agency."

-30-

Attached: letter to Minister Joly

Lucas Schuller
Constituency Assistant | Adjoint de Circonscription
Rachel Blaney, MP | Députée – North Island-Powell River

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Coast Salish, Kwakwaka'wakw and Nuu-chah-nulth Territory
UFCW Local 232

House of Commons
Chambre des communes
Canada

Rachel Blaney

Member of Parliament
North Island-Powell River

The Honourable Mélanie Joly
Minister of Economic Development and Official Languages

February 22, 2021

Via Email

RE: BC Regional Development Agency

Dear Minister Joly,

I am writing regarding the establishment of the Regional Development Agency for British Columbia and to persuade your government to invest in economic development in my riding, North Island—Powell River, which is comprised of the northern half of Vancouver Island, and a coastal portion of the mainland surrounding Powell River, in British Columbia. It is a beautiful, rugged, rural and remote region that is home to the most salmon fish farms in all of Canada, as well as over twenty Indigenous communities.

Minister, I commend you for consulting British Columbians on the creation of the new development agency for the province. I sincerely hope that you were able to extend an invitation to participate in your roundtable discussions to Indigenous and local business and community leaders from my riding because it is important that you, as Minister for Economic Development, gain a better understanding of the economic needs of this region.

The riding that I represent is suffering from negative economic impacts as a result of a combination of events largely outside our control. A 10-month long forestry strike ended in early 2020 and was followed by the COVID-19 pandemic which effectively shut down a thriving tourism industry. The paper mill in Powell River has been curtailed since April due to supply

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Rachel.Blaney@parl.gc.ca

Powell River Office
4697 Marine avenue
Powell River, BC V8A 2L2
(604)489-2286

chain and market issues. New restrictions on chinook salmon retention have reduced our popular sports fishing industry. Then in December, your government announced the decision to phase out the licenses for the open-pen salmon farms in the Discovery Islands. The aquaculture industry is a significant employer in the region, and while I respect Minister Jordan's decision, it will impact many sectors and businesses in my riding.

It's my understanding that one of the priorities of your mandate includes helping Minister Jordan to "develop a comprehensive blue economy strategy aligned with Canada's economic recovery and focused on growing Canada's ocean economy to create good middle class jobs and opportunities for ocean sectors and coastal communities, while advancing reconciliation and conservation objectives."

Minister, there is no region more fitting of this mandate than the one I represent. We have an ocean economy. The conservation and restoration of wild Pacific salmon habitats is a high priority for all of our residents. We are highly concerned with the climate crisis. We are actively engaging in reconciliation projects with the First Nations in our area. And we are also suffering economically, in part because of the decisions of your government.

That is why I am making this substantial plea for your government to offer deep, sustainable and long-term economic support to the north Island region.

I invite you to consider North Island—Powell River for a branch location of the new regional economic development agency for BC. It makes sense that your department will want to target economic growth in rural and remote areas of the province because these are the places that need to break the long-suffering cycle of boom and bust resource economies. Having a government office in one of our communities would allow your department to experience first-hand the challenges of connectivity and transportation in rural and remote regions, which can only lead to better local economic outcomes for all who are to be served by this agency.

Canada's economic recovery from COVID-19 must include a multi-lens approach on support for rural and remote regions, such as the one that I represent. I invite you to explore my motion on this topic, M-53, for a thorough exploration of the principles that must guide the federal government in offering economic recovery support to communities like ours.

I will not hide the truth from you, Minister. I want your department to be influenced by the economic realities of my riding. It is vitally important that you understand the needs of the people of North Island—Powell River because we need your help to implement solutions. We want to build back with economic revival ideas that come from local residents and businesses. I hope you understand this is not a criticism but a reality that must be fulfilled if we aim to have successful, healthy and economically viable communities born out of this pandemic.

Thank you for taking the time to consider my plea. I am always open to having further discussions at your convenience.

Sincerely,



Rachel Blaney, MP

Cc: Alistair MacGregor, MP

UBCM Union of BC Municipalities

February 5, 2021

Ann MacDonald, CAO
Village of Sayward
PO Box 29
Sayward, BC V0P 1R0

Re: 2021 CRI FireSmart Community Funding & Supports – CONFIDENTIAL Approval Agreement & Terms of Conditions of Funding

Dear Ms. MacDonald,

Thank you for submitting an application under the Community Resiliency Investment program for 2021 FireSmart Community Funding & Supports funding.

I am pleased to inform you **in confidence** that the Evaluation Committee and the BC FireSmart Committee recommended your project, *Village of Sayward - Wildfire Risk Reduction Project*, for funding. A grant in the amount of $44,100.00 has now been approved.

As outlined in the Program & Application Guide, grant payments will be issued when the approved project is complete and UBCM has received and approved the required final report and financial summary.

The Ministry of Forests, Lands, Natural Resource Operations and Rural Development has provided funding for this program and the general Terms & Conditions are attached. In addition, and in order to satisfy the terms of the contribution agreement, the following requirements must be met in order to be eligible for grant payment:

(1) This approval agreement is required to be signed by the CAO or designate and returned to UBCM within 30 days;

(2) To provide the Province of BC with the opportunity to make announcements of funding approvals under this program, please keep information regarding this funding approval in confidence until February 26, 2021;

(3) A post-grant approval meeting with the local BCWS Wildfire Prevention Officer or FNESS Fuel Management Liaison/Specialist must be completed prior to commencing work. Please contact Tony Botica at the Coastal Fire Centre to schedule this meeting.

(4) The funding is to be used solely for the purpose of the above named project and for the expenses itemized in your approved application;

The Community Resiliency Investment program is funded by the Province of BC

(5) All expenditures must meet eligibility and funding requirements as defined in the Program & Application Guide (refer to Sections 6);

(6) All project activities must be completed within one year and no later than February 7, 2022;

(7) The Final Report Form is required to be submitted to UBCM within 30 days of project end date and no later than March 7, 2022;

(8) Any unused funds must be returned to UBCM within 30 days following the project end date;

(9) Projects that include the development of a Community Wildfire Resiliency Plan must use the 2020 CWRP Template and follow the 2020 CWRP Supplemental Instruction Guide, including the guidance for establishing an area of interest and determining the wildland-urban interface;

(10) Projects that include the development of a fuel management prescription must be consistent with BC Wildfire Service 2020 Fuel Management Prescription Guidance document;

(11) Projects that include the development of a burn plan must use the template identified in the Program & Application Guide;

(12) For projects that include a FireSmart rebate program, the requirements identified in Appendix 2 of the Program & Application Guide must be met;

(13) For phased projects (which include prescription/burn plan development and fuel management treatment for the same treatment units), the completed prescription must be reviewed and supported by a BCWS Wildfire Prevention Officer or FNESS Fuel Management Liaison/Specialist, and the interim reporting requirements identified in Appendix 3 of the Program & Application Guide must be met, prior to initiation of the treatment;

(14) As both the FireSmart BC Symposium and the Local FireSmart Representative training workshops are virtual this year, no costs will be considered for these activities with the exception of the symposium registration fee and travel due to access to Internet or required technology;

(15) FireSmart™ and FireSmart logos are registered trademarks of Partners in Protection Association, and FireSmart BC is governed by the BC FireSmart Committee. Use of the word FireSmart and associated logos is administered through licensing agreements. Any products/materials that are created using FireSmart brands must be reviewed and approved by the BC FireSmart Committee as the provincial agency representing FireSmart Canada. To request permission to use FireSmart brands, please email info@firesmartbc.ca.

If you ordered FireSmart materials as part of your application, please note that all orders are being processed and will be shipped to the staff contact identified on the application form as soon as they are ready.

Please review the attached FireSmart BC Information Sheet. It is expected that applicants will make use of available and free FireSmart resources and, for all in-school education activities, use education kits that are available from local Fire Centres.

Please note that descriptive information regarding successful applicants will be posted on the UBCM and/or provincial government websites, and all interim, progress and/or final report materials will be made available to the provincial government.

On behalf of the Evaluation Committee and BC FireSmart Committee, I would like to congratulate you for responding to this opportunity to reduce the risk and impact of wildfires in your community.

If you have any questions, please contact Local Government Program Services at 250 356-2947 or cri@ubcm.ca.

Sincerely,



Peter Ronald, Program Officer

Encls.

cc: *Tony Botica, Wildfire Prevention Officer, Coastal Fire Centre*

Approval Agreement (to be signed by the CAO, Band Manager, or designate)

I, _____, have read and agree to the general Terms & Conditions and the requirements for funding under the 2021 FireSmart Community Funding & Supports program.

_____ _____

Signature Date

Please return a scanned copy of the signed Approval Agreement to cri@ubcm.ca

Building a diverse and sustainable economy.

RURAL BUSINESS AND COMMUNITY RECOVERY PROGRAM APPLICATION GUIDE

PROGRAM OVERVIEW

The Rural Business and Community Recovery Program has been designed to address the capacity challenges in rural, remote and Indigenous communities by providing funding for temporary employment to support business and community economic recovery and resilience.

Funds may be used to hire new staff to provide one-on-one business supports, implementation of community, regional or sub-regional economic recovery strategies and initiatives or to deliver innovative approaches to rural economic recovery and resiliency.

Funding is provided by the Province of British Columbia and delivered by the Island Coastal Economic Trust. Projects should be fully developed and ready to proceed as soon as possible.

PROGRAM GOALS

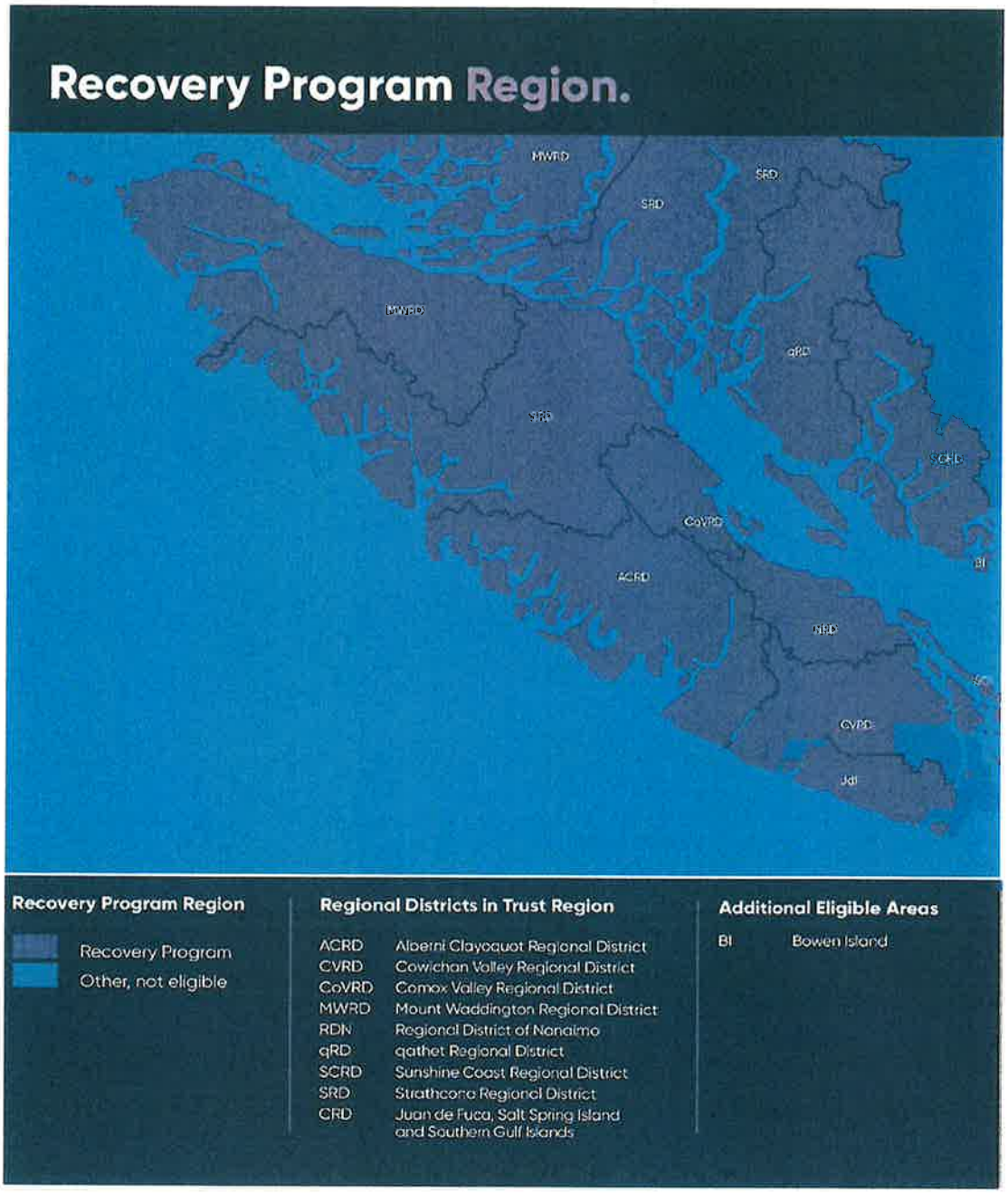
- To create new employment in rural and remote communities
- To support nimble community-based and regional economic recovery
- To support business and sectoral adaptation, resilience and sustainability
- To increase community and regional economic capacity
- To leverage existing community/ organizational capacity to create incremental supports
- To support and encourage cost-efficient, regionally relevant deployment of resources

ELIGIBLE APPLICANTS

- Local governments (municipalities, regional districts, incorporated areas)
- Indigenous Communities (bands, corporations controlled by First Nation)
- Legally incorporated not-for-profit organizations including:
  - Economic Development Organizations
  - Industry Associations
  - Business support organizations

ELIGIBLE COMMUNITIES

Project must be located in, or primarily serve the **eligible rural areas** in the Vancouver Island and Coast region as defined by the map below, including rural areas in the ICET region as well as Bowen Island.



ELIGIBLE RURAL AREA is defined as a community or electoral areas with a population of 25,000 or less. Population size will be determined using Statistics Canada 2016 Census Data – (https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E)

FUNDING TERMS

ELIGIBLE USE

The hiring of ***new, temporary, term*** positions to support:

- Direct one-on-one community-based business recovery and advisory services
- Pooled, specialized or sectoral business recovery and advisory services
- Implementation of community or regional economic recovery strategies
- Supply chain management/coordination for local businesses

Remote communities of less than 5000 residents, and Indigenous communities, may be eligible to use funding for a broader range of economic diversification and economic development activities, where there is no pre-existing economic development function or staff.

INELIGIBLE USE

- Service duplication
- Activities with no business or community economic recovery and resiliency focus
- Positions receiving Province of BC or ICET funding
- Displacing funding already in place for existing employment positions

MAXIMUM FUNDING

- Up to 100% of eligible costs:
  - Up to $70,000 per organization (one or more FT or PT positions)
  - Up to $125,000 for pooled/specialized services serving a broader regional or subregional geographic area (at least 2 FT or PT positions)
- UNIQUE, regionally significant initiatives may be considered for larger funding allocations subject to regional support and availability of funding
- Positions which exceed the maximum of funding per position should demonstrate confirmed matching funding from the applicant or funding source other than the Province of BC or ICET.

ELIGIBLE COSTS

- NEW full time or part time term staffing wages fully dedicated to recovery/support activities *(positions should be in-house or salaried term contract positions)*
- Statutory employment costs
- Recruitment costs (*Advertising or other recruitment costs not to exceed 10%)*
- Travel directly related to recovery/support activities

INELIGIBLE COSTS

- ***Existing*** FT staff costs
- Medical, dental, pension or other non-statutory benefit costs
- Hourly consulting services
- Office equipment and overhead costs
- General administration costs

TIMELINES AND PROCESS

APPLICATION INTAKE DATES

- 1st intake: February 18th – March 12th
- 2nd intake: March 15th – April 9th
- 3rd intake: * TBA subject to funding availability

APPLICATION PROCESS

STEP 1: VALIDATION OF CONCEPT
It is highly recommended that applicants attend a Zoom information session and then contact staff prior to submitting an application, to validate their concept and ensure eligibility.

STEP 2: APPLICATION SUBMISSION
The application must be submitted within the required timelines, on the proper application form. Incomplete applications will not be considered for funding. Projects must be ready to proceed with all matching funding or other required approvals in place.

STEP 3: DECISIONS
Final decisions will be provided within 10 business days of the close of the intake period. If the intake is oversubscribed, eligible applications not receiving approval may be automatically reconsidered at the next intake.

STEP 4: IMPLEMENTATION
Projects should begin as soon as possible. Projects must be fully completed by November 1, 2022 and final claims and reporting submitted no later than December 1, 2022.

ASSESSMENT CRITERIA:

- ✓ Organization, community and/or regional need
- ✓ Creation of new employment positions in rural areas
- ✓ Geographic areas and target group distribution
- ✓ Measurable outcomes tied to economic recovery
- ✓ Demonstrates local and/or regional capacity building
- ✓ Aligns with local, regional, provincial future focused trends and strategies
- ✓ Capacity to implement, value for money, cost efficiency

REPORTING AND REIMBURSEMENT

All approved projects are subject to the execution of a funding agreement, which will include the terms and conditions of approved funding. Direct employment costs will be reimbursed on a quarterly basis. To request a payment, approved applicants are required to submit quarterly progress reports which include a description of activities to date as well as payroll records and other receipts for the funded position(s).

All funded positions must be completed by November 1, 2022. The final report is due within 30 days of project completion.

SUBMISSION

Completed application forms with all supplementary materials should be provided electronically to ICET by email to info@islandcoastaltrust.ca.

Supplementary information must include a copy latest annual report and financial statement and any other information as may be relevant.

APPLICATION SUPPORT AND PROGRAM ENQUIRIES

Island Coastal Economic Trust

info@islandcoastaltrust.ca

250-871-7797

Lisa Clark

From: Gillian Vrooman <Gillian.Vrooman@bcpharmacists.org>
Sent: Thursday, February 18, 2021 3:51 PM
Subject: Volunteer on a Committee with the College of Pharmacists of BC

Importance: High

Hello,

I'm reaching out to you in hopes that you can help share the opportunity to join a committee with the College of Pharmacists of British Columbia, or consider joining a committee yourself.

As the health regulator for pharmacy practice, our duty is to protect British Columbians by licensing and regulating pharmacists and pharmacy technicians and the pharmacies where they practice in your communities. We are responsible for setting and enforcing standards and promoting best practices for the delivery of pharmacy care in British Columbia.

Why would you want to join a committee with the College of Pharmacists?
Many of the issues that effect the health and wellness of your communities also directly relate to our work as a regulator, including responding to the opioid overdose crisis and the COVID-19 pandemic. Committee members play an important role, helping shape decisions from complaints outcomes to standards that impact the quality of care your community receives. This is why we need your voice, perspectives and ideas as part of these committees.

In addition, we are committed to diversity, equity and inclusion, including taking action to help combat racism in our healthcare system. While we recognize there is still much work to be done, you can learn more about the stand we have taken against racism in our Black Lives Matter statement here and our commitment to ensure Indigenous people consistently receive qualified, safe, and ethical care from health professionals who integrate cultural safety and humility into their practice, including taking action on the recommendations within the *In Plain Sight Report*.

With this in mind, I would greatly appreciate it if you would consider sharing this opportunity to join a committee with your network and contacts as you see fit (especially those focused on health and wellness is your organization), or consider applying yourself.

Please see the information in the email below which you can re-share, or feel free to share any of our social posts (Twitter, Facebook, Instagram, LinkedIn).

If you have any questions or concerns please don't hesitate to reach out.

All the best to you,

Gillian Vrooman (she/her)
Director, Communications and Engagement

College of Pharmacists of British Columbia
@BCPharmacists | bcpharmacists.org

This email may contain confidential information which may be privileged and is intended for the exclusive use of the addressee. Any other person is strictly prohibited from disclosing, distributing or reproducing it. If the addressee cannot be reached or is unknown to you, please inform us immediately by telephone or email.
Please consider the environment before printing this email.

I respectfully acknowledge that I live and work on the unceded territory of the Coast Salish peoples, including the territories of the xʷməθkwəy̓əm (Musqueam), Skwxwú7mesh (Squamish), Stó:lō and Səl̓ílwətaʔ/Selilwitulh (Tsleil-Waututh) Nations.

College of Pharmacists
of British Columbia



The College of Pharmacists of British Columbia is inviting volunteers to serve on its committees!

The College's committees are composed of members of the public, as well as registered pharmacists and pharmacy technicians.

Committees and subcommittees assist the College in meeting its legislated mandate to protect the public by ensuring practitioners have the knowledge, skills and abilities to provide safe and effective pharmacy care.

We encourage members of the public interested in contributing to BC's health system to learn more about the College's committees through their Terms of Reference linked to below.

COMMITTEES

- Application Committee
- Discipline Committee
- Drug Administration Committee
- Ethics Advisory Committee
- Inquiry Committee
- Jurisprudence Examination Subcommittee
- Pharmacy Advisory Committee
- Practice Review Committee
- Quality Assurance Committee
- Registration Committee

Volunteer Appointments

The College requires public representation on almost all of its committees.

Public committee members provide transparency and diverse perspectives, as well as a wide range of knowledge and skills that help to enhance the effectiveness of each committee.

In order to apply as a public member, please provide the following to volunteers@bcpharmacists.org:

- Completed Public Committee Member Volunteer Application form
- Up-to-date Resume (Optional)

Time Commitment

All committee members are appointed for terms of up to 3 years and for a maximum of 6 consecutive years.

Committees meet as needed, with sessions ranging from half to full day or evening meetings. Committees may meet up to 3 to 4 times per year, however some may meet more frequently in panels up of 3 to 5 members.

Committee Meetings During the COVID-19 Pandemic

In line with our COVID-19 Safety Plan to reduce spread of the virus, committee meetings will be conducted virtually, via video conference or teleconference.

***Note:** Should there be an exceptional circumstance requiring a Discipline Committee panel to be held in-person, appropriate COVID-19 safety protocols would be in place and the College would ensure all panelists were comfortable with the safety plan.*

How Appointments Are Made

All appointments are made by the Board of the College of Pharmacists of British Columbia.

Applications are reviewed by the College's Governance Committee, who then provide recommendations for committee appointments to the College Board.

Appointments to College committees will be made by the Board at its April 2021 meeting.

Every person who is appointed will be notified as soon as possible.

Diversity, Equity and Inclusion

The College is committed to diversity, equity and inclusion and encourages women, visible minorities, Indigenous Peoples, persons with disabilities, persons of diverse sexual orientation, gender identity or expression (2SLGBTQ+), and others to apply.

Application Deadline

Please submit your completed application form in PDF format to the College before Friday, **February 26, 2021 at 5:00 PM**. You also have the option to include a resume as part of your submission, however this is not required.

Submit forms via email to volunteers@bcpharmacists.org.

Share This Opportunity with Your Network

Support our call for volunteers by sharing this opportunity with your network through Facebook, Twitter, Instagram, and LinkedIn or sending bcpharmacists.org/volunteer with someone who may be interested.

Questions?

If you have any questions please contact us at volunteers@bcpharmacists.org.

About Us

We are the regulator of pharmacy practice in British Columbia.

Our duty as a health regulator is to protect the public by licensing and regulating pharmacists and pharmacy technicians and the pharmacies where they practice. We are responsible for setting and enforcing standards and promoting best practices for the delivery of pharmacy care in British Columbia.

Learn more about the College of Pharmacists of BC at bcpharmacists.org/who-we-are.

Land Acknowledgement

The College acknowledges with respect that the College of Pharmacists of BC is located on the unceded and traditional territories of the Coast Salish peoples – sḵwx̱wú7mesh úxwumixw (Squamish), səl̓ilwitulh (Tsleil-Waututh), and xʷməθkʷəy̓əm (Musqueam) nations whose historical relationships with the land continue to this day.

As the regulator for pharmacy practice in what is now known as British Columbia, we recognize all the traditional territories of First Nations peoples and the Indigenous peoples living across BC. The College encourages all registered pharmacists and pharmacy technicians to reflect on the traditional territory where they live and practise pharmacy.

Learn more about the College's commitment to cultural safety and humility.





College of Pharmacists of BC | 200 - 1765 West 8th Avenue, Vancouver, British Columbia V6J 5C6
Canada

STAFF REPORT

To: Mayor & Council
From: Ann MacDonald, CAO
Subject: **January & February 2021 Administrative Office Report**
Meeting date: March 2, 2021

This report summarizes the various Administrative Office activities for January & February 2021.

- 90 walk ins, counter service, 217 phone calls, 16 tax certificates.
- Accounts Receivable (A/R) and Accounts Payable (A/P) daily processing, prepared 74 customer invoices, issued 45 electronic payments, and 66 cheques.
- Prepared and printed copies of the January & February Sayward News (365 copies each).
- December year-end reconciliations, preparation for audit.
- Packed up 2020 files (Payroll, A/P, A/R, bank deposits, bank reconciliations, JV's, and PO's) and created new files for 2021.
- Processed 65 cash receipts, prepared 7 bank deposits.
- Processed 4 Payrolls, submitted CRA source deductions, MPP, and Manulife benefits.
- Processed 3 ROE's and added 4 new employees.
- Completed GST Return for Oct – Dec 2020, and WorkSafeBC return for Oct – Dec 2020.
- Reconciled December 2020 and January 2021 bank statement.
- Photocopied agenda packages and meeting minutes for 4 regular Council meetings, 3 Committee of the Whole meetings, posted packages on website and public notices on notice boards and Facebook. Recorded meetings on TEAMS, edited and uploaded videos to YouTube.
- Maintained office supplies and ordered when necessary. Ordered business cards for Mayor & Council and new staff.
- Submitted annual MPP payroll report.
- Updated Payroll system (MaisPay) with 2021 tax tables, updated MPP & WorkSafeBC rates, and downloaded and installed Payroll system updates.
- Pulled all invoices for all projects for 2020 for audit purposes.

- Coordinated new phone install for office, worked to resolve set-up issues and implementation of auto attendant.
- Procured 5 new laptops and cases and coordinated setup for Mayor & Council.
- Assisted auditors during on-site audit Feb 16th – 18th.
- Processed T4's for staff and Council.
- Submitted monthly building permit reports for December 2020 & January 2021.
- Uploaded BCAA data files weekly to property tax system.
- Attended 2 webinars regarding upcoming changes to Homeowner Grant application process.
- Produced multiple documents for Council and Senior Administration (Council orientation binders, Asset Management binders etc.)

STAFF RECOMMENDATIONS

Recommended Resolution:

THAT Council receive the January & February 2021 Administrative Office report for information and discussion.

Respectfully submitted,

_____

Ann MacDonald, CAO

Prepared by: *Melissa Coates, Finance/Admin Clerk*

STAFF REPORT

For: Mayor and Council
Prepared by: Ann MacDonald, CAO
Subject: **Streetlighting Replacement Schedule - BC Hydro**
Meeting date: March 2, 2021

BACKGROUND

BC Hydro will be in Sayward in early April to remove the high-pressure sodium (HPS) streetlights and replace them with energy efficient LED lighting. BC Hydro is required to do this under the Government of Canada *Federal Poly-Chlorinated Biphenyls (PCB)* Regulation. That regulation requires the removal or replacement of old-style streetlights that contain PCBs by December 32, 2025.

BC Hydro has been discussing LED street lighting with customers for many years, and in addition, municipal customers have requested meetings with BC Hydro at the Union of BC Municipalities (UBCM) annual meetings to discuss LED street lighting every year since 2014.

Municipal customers have expressed a high level of interest in the conversion of BC Hydro owned streetlights to LED technology for better lighting quality and expected electricity bill savings. At the 2019 UBCM annual meeting, municipalities passed resolution B33 urging the provincial government "to require BC Hydro to expeditiously replace all streetlights within BC municipalities with LED technology, or provide municipalities with the financial resources necessary to continue paying for the operation of its inefficient streetlights".

DISCUSSION

PCBs are synthetic compounds with stable chemical properties that were used in electrical components until the 1970s. The chemical properties made durable and resistant to heat and light. PCBs are very persistent in the environment, being found in the living tissue of humans and animals. Scientific data suggests they are probable human carcinogens and are toxic to fish at low concentrations, so their removal is a big step forward in protecting the natural environment.

Citizens have raised concerns about the loss of the dark sky, particularly in rural communities like Sayward where people value the rural feel of the community. To support and retain the rural feel

of the community, the 3000K option for soft lighting has been chosen for Sayward by the previous Council in 2020 including the industrial areas where significant industry lighting is already installed. As a benefit, LED streetlights improve public safety by increasing the visibility of sidewalks and roads at night.

As well, the Village of Sayward will incur some increased charges in rates once the lights are replaced with LED. There is also a supplemental fee that will be temporarily charged to recover the costs of HPS streetlights that need to be removed from the field before their end of life. This has been factored into the 2021-2026 Financial Plan for the Village of Sayward.

This amounts to a cost of $2.06/streetlight/month from May 1, 2021 to March 31, 2024 independent of when LED's are installed in the community. The Village of Sayward has a total of 71 streetlights, and costs will be as follows. Note that the LED rate per light will be in effect when LED's are installed. The following breakdown of the rates is based on the current street light inventory in the Village of Sayward.

	100W HPS	150W HPS	200W HPS	Total/ Month	
Current HPS charge	4 x $19.28 = $77.12	66 x $23.00 = $1518.00	1 x $26.55 = $26.55	$1621.67	
	75W LED	114W LED	162W LED	Supplemental Fee	Total/ Month
LED charge	4 x $18.77 = $75.08	66 x $23.50 = $1551.00	1 x $27.57 = $27.57	71 x $2.06/streetlight/month = $146.26	$1799.91

The charges have been contentious, as led by the BC Sustainable Energy Association, (BCSEA) at the proceedings convened in response to BC Hydro's request for approval to add the temporary supplemental charge to cover the cost of replacing the old streetlights and their undepreciated value. This reflects the premature retirement of the current HPS lights and some communities have objected to the temporary supplemental charge, claiming the cost of complying with the federal PCB Regulation should not be "downloaded" onto municipalities.

RECOMMENDATIONS

THAT Council receives the Streetlighting Replacement Schedule - BC Hydro Report for information and discussion.

Respectfully prepared,

_____

Ann MacDonald
CAO

Attached: Streetlight Information Kit.

Street light replacement project customer tool kit

PROJECT OVERVIEW

What is the street light replacement project and why is our community participating?

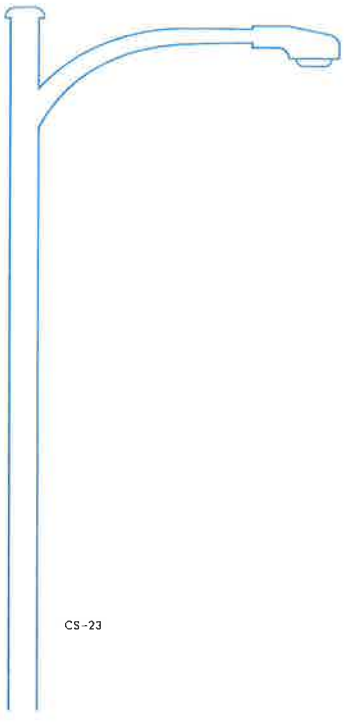
- Over the next three years, BC Hydro will be replacing high pressure sodium (HPS) street lights in communities across the province with energy-efficient LEDs. This is an important project to meet federal regulations that require all light ballasts containing Poly-Chlorinated Biphenyls (PCBs) be removed by the end of 2025.
- Across Canada, many communities are switching to LED street lights for much the same reason people are using them in homes: They use far less energy, are more reliable, last longer, and are more sustainable.
- LED street lights also help improve public safety by increasing the visibility of sidewalks and roads at night, as well as help reduce light pollution.

When does the project start and how long will it take?

- This project will take BC Hydro two to three years to complete as they must replace lights in communities across the province.

- The project will begin on _____ and should complete by _____.

- We will be converting _____ lights.



CS-23

BC Hydro
Power smart

What impacts can I expect on my home or business when the street lights are replaced?

- The installation of LEDs is expected to have minimal impacts on residents and businesses.
- You may notice some short-term lane closures or other traffic control in place when crews are working, but access is not expected to be an issue.

Will the installation of LEDs require an outage to residents and businesses nearby?

- BC Hydro doesn't expect to have to conduct a planned outage during this process.

How long will installation in my neigbourhood take?

- Installation time of lights in each area will vary, depending on conditions. Generally each individual street light should take the installation crew approximately 30 minutes to complete.
- We are coordinating with BC Hydro to ensure minimal impact to our municipality's projects and traffic.

Will my street be dark during the installation?

- No, the existing lights will be kept in place until the LED lights are installed and ready to be turned on. In some cases, a combination of the new LED street lights and the current street lights may be in place overnight until installation is complete.

Who is doing the installation?

- BC Hydro and experienced contractors will be conducting the installations across the province.
- BC Hydro works closely with their contractors to ensure safety of their crews and the public is a top priority.
- The contractor in our region will be _____.

LET'S TALK LIGHTS

What are LED lights?

- LED stands for Light Emitting Diode. Traditional lighting sources produce light through a filament that eventually burns out. LEDs produce light when electrons move through a semi-conductor.

What is the difference between wattage and a kelvin?

- Wattage (W) measures the light's energy consumption.
- Kelvin (K) is a temperature scale for the colour of light.

What are the benefits of LED street lights?

- They consume about 50% less energy than the current high pressure sodium lights.
- Require less maintenance as they have a life span of up to 20 years.
- They also help reduce our carbon footprint.

How are LED street lights different than the ones we have now?

They are different from the current street lights in several ways:

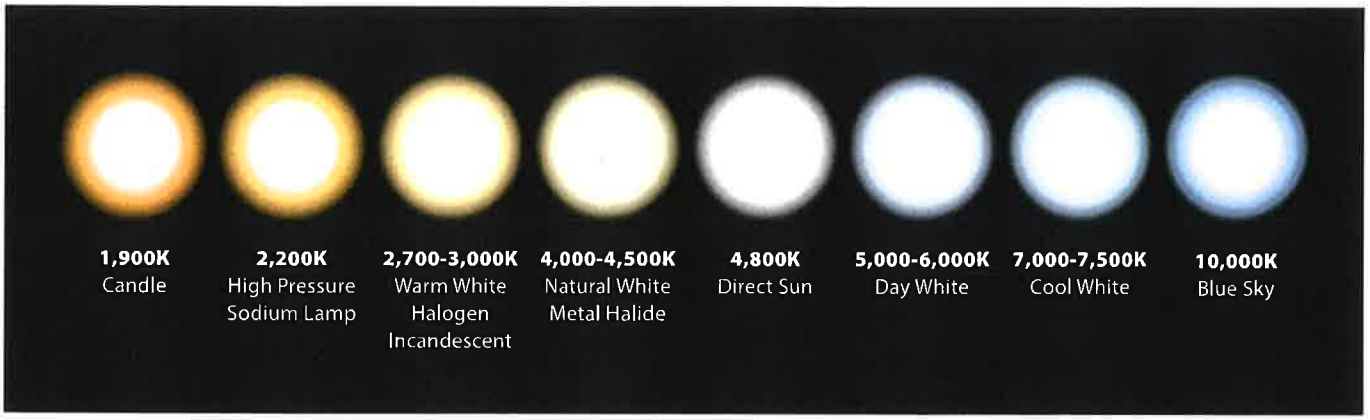
- Lower energy consumption
- They have a lower environmental footprint
- Significantly longer lifespan. On average, LEDs last three times as long as the current lights
- LEDs come in a variety of colours (bright white to yellow orange)
- There is no mercury or other known disposable hazards
- Night visibility will be improved due to higher colour rendering, higher colour temperature, and colour consistency.

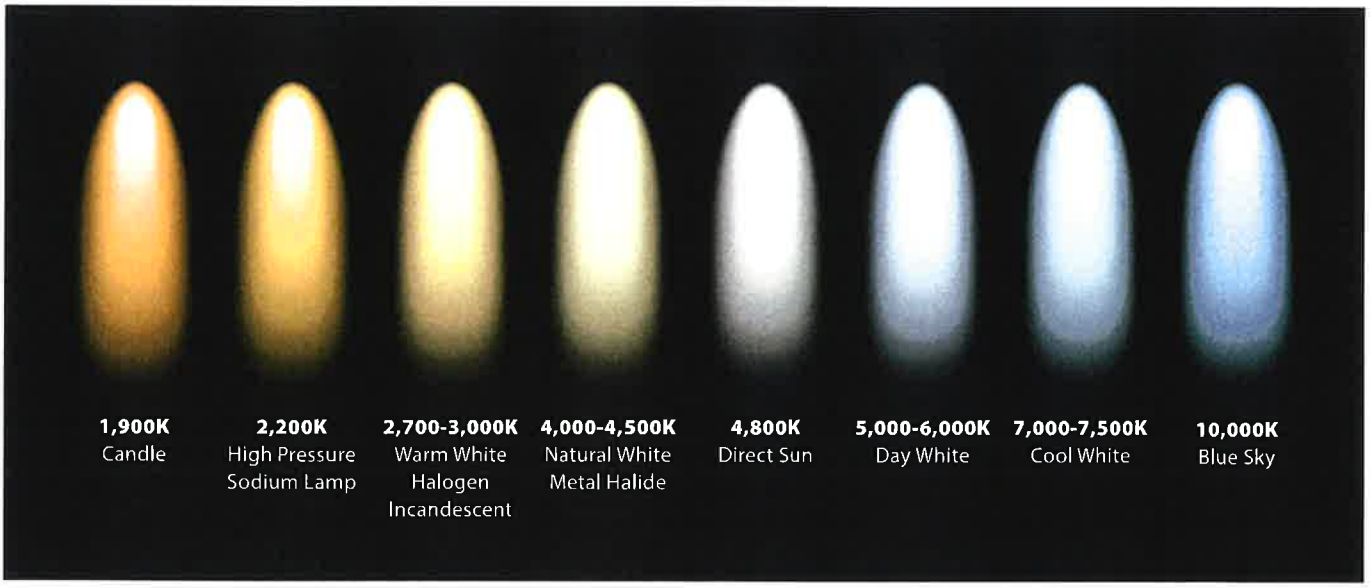
How will the light given off by LEDs be different from the old lights?

- LED street lights produce a whiter and more natural light than the orange light emitted from the existing street lights.
- This whiter light will improve nighttime visibility, which will help improve traffic safety for drivers, bicyclists, and pedestrians.
- LED street lights also make it easier to see the contrast between an object and its surroundings; the result being able to quickly and more accurately identify people, vehicles, road debris and other objects on the road or sidewalk.

I keep hearing about the colour of a light, what does that mean?

- Colour temperature is a way to describe the light given off by a light bulb. It is measured in degrees of Kelvin (K) on a scale from 1,000 to 10,000. The higher the kelvin rating, the whiter or cooler looking the light is; the lower the kelvin rating the more yellow or warmer looking the light. Communities will have a choice between 3000K and 4000K for each streetlight.





How were the lights chosen for our community?

- BC Hydro is providing LEDs in a variety of wattages. Each light choice is available in two colour temperatures:
  - 3000K (warm white) and 4000K (cool white).

Our community has chosen 3000K in residential areas and 3000K in commercial, industrial areas and intersections.

Streetlight comparison
High pressure sodium vs LED

Current lighting		High efficiency replacement	
HPS wattage	Equivalent	LED wattage	Colour temperature options
100W Flat		39W	
100W Drop		75W	3000K warmer
150W		114W	4000K cooler
200W		162W	

LEDS AND THE ENVIRONMENT

What are the environmental benefits from using the new LED street lights?

- LED street lights are more energy efficient, meaning there will be reduction in electricity use when compared to existing street lights.
- LED lights have extremely long lives and they don't have filaments that can quickly burn out. An LED light can last up to 100,000 hours, which means their bulbs won't be filling up landfills.
- Because of their energy efficiency and long lifespan, LED streetlights help to reduce carbon emissions.
- LED lights do not contain toxic chemicals like mercury, unlike traditional high-pressure sodium lamps or mercury-vapor lamps.

Will using LED streetlights reduce light pollution?

- LED street lights are designed to focus light downward towards the road and sidewalk where it is needed and limits light shining upwards or into nearby property.
- Because of this, nighttime visibility of roads and sidewalks will improve while also reducing light pollution.

What will happen to the old lights when they are removed?

- Removed fixtures will be disassembled to facilitate recycling

Where can I get more information about the program?

- You can contact us at _____ or visit bchydro.com/streetlightproject.

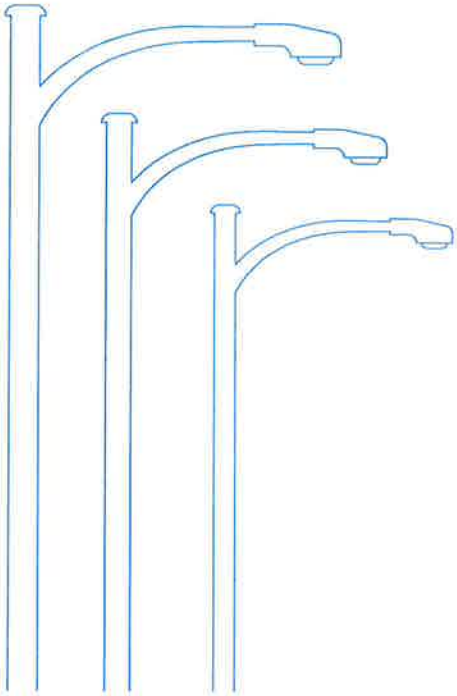
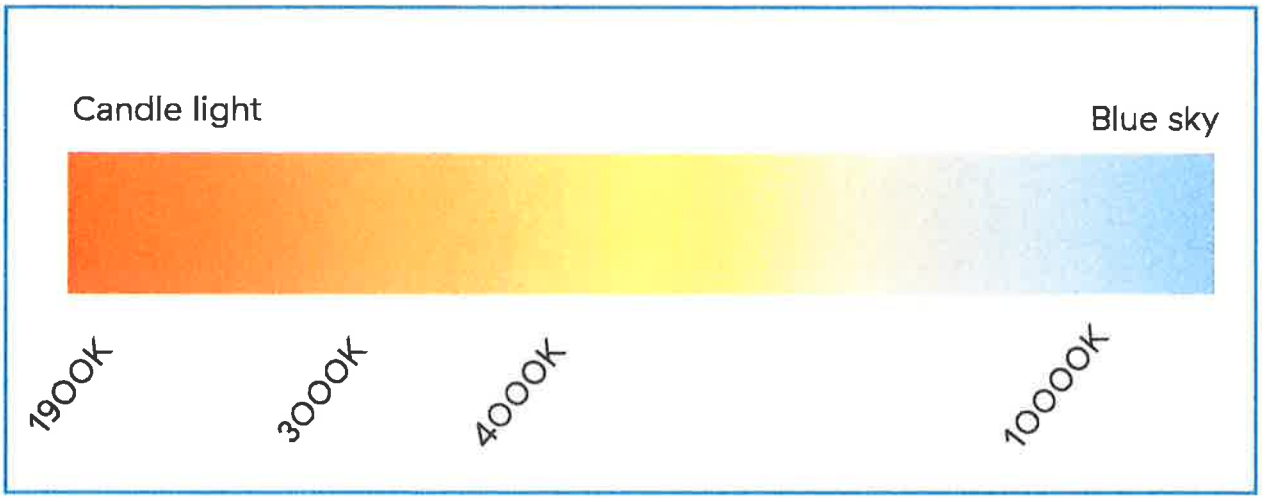
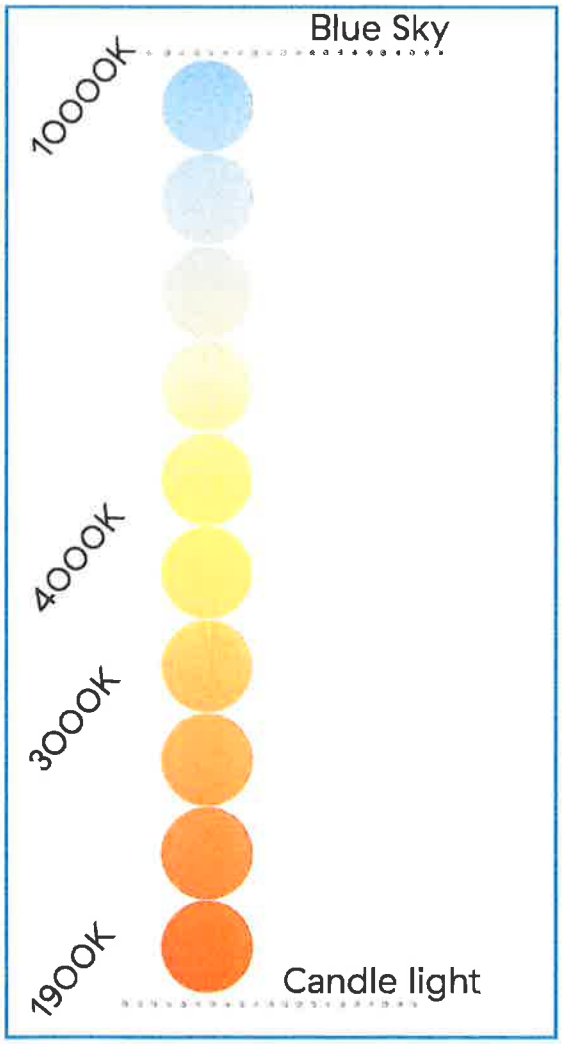


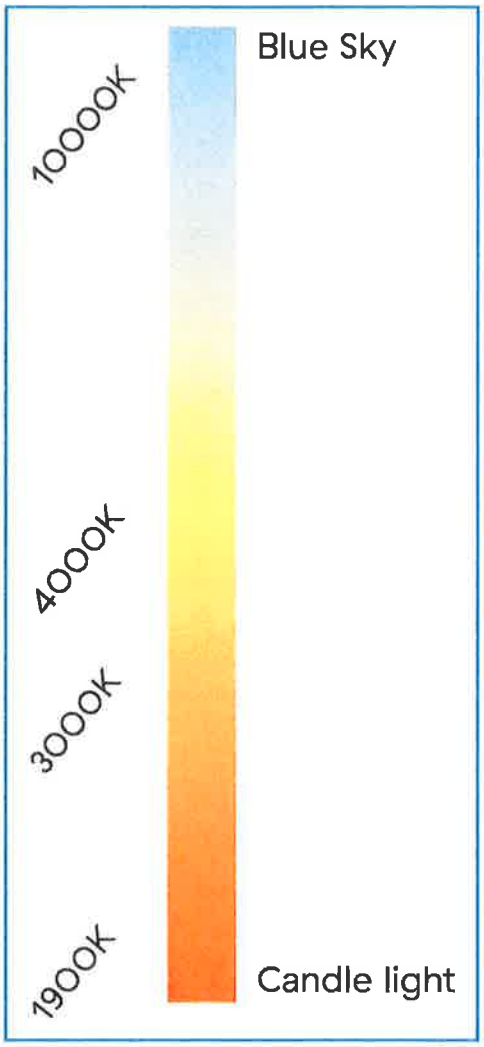
Image gallery

All images and graphics in this gallery are available for your use here.

Colour temperature







Kelvin comparison





Kelvin	Color tone	Typical use
3000K	Warmer (or softer) white light	○ Residential neighbourhoods ○ Environmentally sensitive areas
4000K	Cooler (or neutral) white light	○ Comercial and industrial areas ○ Non-residential roadways and intersections

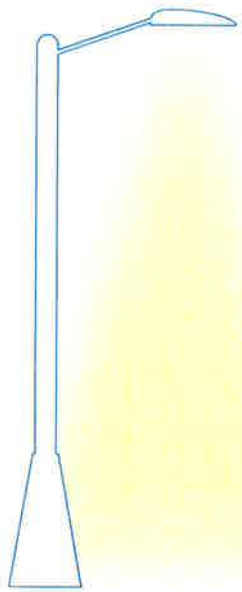
Wattage comparisons

Streetlight comparison High pressure sodium vs LED			
Current lighting		High efficiency replacement	
HPS wattage	Equivalent	LED wattage	Colour temperature options
100W Flat		39W	
100W Drop		75W	3000K warmer
150W		114W	4000K cooler
200W		162W	

How to spot the difference

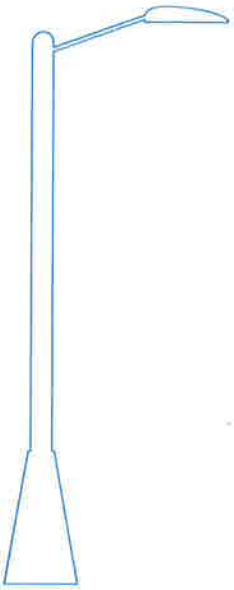
High-pressure sodium

- Yellow light
- Less direct, focused coverage
- High light spill



LED

- White light
- Direct, focused coverage
- Less light spill



Streetlight comparison
High pressure sodium vs LED

3000K



High pressure sodium 37W 75W 114W 162W

4000K



High pressure sodium 37W 75W 114W 162W

Before and after comparison

Before	After
	
100W high pressure sodium	37W LED 3000K
	
100W high pressure sodium	75W LED 3000K
	
100W high pressure sodium	114W LED 3000K

Colour rendition



37W LED 3000K



37W LED 4000K



75W LED 3000K



75W LED 4000K



114W LED 3000K



114W LED 4000K



162W LED 3000K



162W LED 4000K

STAFF REPORT

To: Mayor and Council
From: Ann MacDonald, CAO
Subject: **Revenue Anticipation Bylaw 2021**
Meeting date: March 2, 2021

BACKGROUND

Many local governments, particularly smaller sized municipalities with limited reserve funds, require the use of a line of credit or short-term borrowing to fund expenses leading up to property tax collection. A revenue anticipation borrowing bylaw is to provide for an operating line of credit, if required. The Village of Sayward has not had an overdraft for many years. However, there is always the possibility that one could be created simply due to the timing of cash receipts and subsequent cash flow.

DISCUSSION

Monthly demands on cash flow for the Village are relatively consistent, however cash from revenue streams are not. The bulk of municipal cash inflows are concentrated in June and July when annual property tax revenues are collected, and the Provincial Small Communities Grant is received ($390k). In short, there are times when cash flow can be an issue, particularly if large scale capital projects are underway (such as the Newcastle Dam Decommissioning project) and associated grants are payable only upon completion of such projects.

On average, the Village's monthly net cash flow to cover operating expenses is approximately $100,000 - $110,000. This does not include budgeted capital projects which add additional pressures on cash flow. Depending on the timing of the start up for the Dam project for 2021, borrowing to provide sufficient cash flow may be required.

Staff is seeking Council's authorization, through the adoption of Revenue Anticipation Bylaw No. 470, 2021 to obtain short term financing in the form of a line of credit with the Municipal Finance Authority (MFA) not exceeding the sum of seven hundred thousand dollars ($700,000). The total authorized is calculated as 75% of the 2020 total tax levy plus outstanding amounts from other governments.

The line of credit, if remained unused, will not incur costs for the Village. In the event that cash flow becomes an issue, and the line of credit is needed, Staff will prepare a report to Council to

inform them of such activity and provide a detailed analysis of interest costs and payment terms. Multiple draws on the line of credit are permitted as needed by the Village. The current short-term borrowing rate through the MFA is 2.395% per annum. Interest is calculated daily and compounded monthly.

RECOMMENDATION

THAT Council receives the Revenue Anticipation Bylaw 2021 Report for information and discussion, and;

THAT Revenue Anticipation Bylaw No. 470, 2021 be given first, second and third reading.

Respectfully prepared,

_____

Ann MacDonald, CAO

Prepared by: *Lisa Clark, CFO*

STAFF REPORT

To: Mayor and Council
From: Lisa Clark, CFO
Subject: **Financial Plan 2021-2025 Final**
Meeting date: March 2, 2021

BACKGROUND

The Financial Plan bylaw and Tax Rate bylaw must be approved by Council before May 15 of each year as set out in the *Community Charter*. Council has held several meetings to discuss the 2021-2025 Financial Plan and has allowed time at each meeting for public input as required by legislation. Staff have modified the Plan as directed at each meeting and adjustments to the Plan have been made based on additional financial information received over the last several weeks.

ATTACHMENT

- FINAL Financial Plan 2021-2025

DISCUSSION

The Financial Plan process is below for information purposes.

	Item		Timeline
1	Staff reviews 2020-2024 Financial Plan and existing Strategic Plan.		By the end of December 2020. **Done**
2	2021 – 2025 Financial Plan Process: A. COW Council Meeting, January 12, 2021. Council meets for an overview of the Strategic Plan, introduction to the Financial Plan, review of roles & responsibilities, council orientation. B. COW Council Meeting January 26, 2021. Detailed review of Financial Plan/Capital Projects. C. COW Council Meeting February 9, 2021. Detailed review of Financial Plan/Capital Projects. D. Council Meeting March 2, 2021. Final review of Financial Plan/Capital Projects. E. Council Meeting March 16, 2021 Staff Report outlining Financial Plan amendments due to year-end adjustments and carry forwards. First three readings of Financial Plan	Each meeting will refine the Operating and Capital Plans. The timeline will also allow for research and reporting on identified issues. Adopt Financial and Capital Plan	January 12, 2021 **Done** January 26, 2021 **Done** February 9, 2021 **Done** March 2, 2021 March 16, 2021

	Bylaw. F. Council Meeting April 6, 2021, Final reading of the Financial Plan bylaw.		April 6, 2021
3	Tax Rate bylaw, Water Rate bylaw, Sewer Rate bylaw, Solid Waste Rate bylaw – Admin item	Bylaws	Adopted by May 15th, first 3 readings April 20, 2021, Final reading May 4, 2021.

This is the final version of the 2021-2025 Financial Plan.

Infrastructure Upgrades & Asset Replacement

Item	Budget	Source of Funds	Comments
Update Master Drainage Plan	$16,690	Operating surplus	Discussed at Feb 2 (4) Council meeting
Emergency – Flood Mapping: Salmon & White River Flood Hazard Mapping	$150,000	UBCM/Province	
Emergency – 4 permanent generators for lift stations	$120,000	TDB	Capital item, Staff to apply for grant funding
Admin and KC upgrades and maintenance	$15,500	Operating surplus	***carry forward from 2020***
KC and Fire building maintenance	$7,250	Operating surplus	***carry forward from 2020***
Fire – replace volume pump engine #4	$3,500	Operating surplus	***carry forward from 2020***
Fire – SCBA (Self Contained Breathing Apparatus)	$5,000	Operating surplus	***carry forward from 2020***
Fire – Bunkergear	$5,000	Operating surplus	***carry forward from 2020***

Economic Development

Item	Budget	Source of Funds	Comments
Admin – OCP Update	$50,000	UBCM/Province ($50,000)	***carry forward from 2020*** plus FireSmart grant ($10k)
Update Village website	$18,000	BC Rural Dividends ($10k), COVID-19 Safe Restart Reserve ($8k)	***carry forward from 2020***
Initiate Comm. Forest Initiative with KFN	$30,000	TDB	Staff to work with Council and KFN, not included in F/P yet

Community Relations

Initiate Community to Community Event with KFN	$5,000	UBCM	Grant funded, application period not yet open

Tourism Development

Parks - 2 tables for gazebo	$5,000	Operating surplus	***carry forward from 2020***

Village Operations

Bylaw review and consolidation on new website	$15,000	Grant funding or VIU Planning Student internship in partnership with VIU	Staff to inquire on funding options for this project.
Identify and respond to lost revenue options, COVID-19 expenses:		Prov of BC/COVID-19 Safe Restart Grant	See list
1.) Laptops for remote Council meetings	$6,000	COVID-19 Safe Restart Reserve	
2.) Keyless entry systems for Village office and Kelsey Rec Centre doors	$2,000	COVID-19 Safe Restart Reserve	
3.) Public address sound system for Mayor and Council and public use	$15,000	COVID-19 Safe Restart Reserve	
4.) Upgrades to access and egress, windowed doors, disabled opener – Kelsey Centre	$15,000	COVID-19 Safe Restart Reserve	
5.) Hazmat Gear and Dock for sewage lagoon	$13,000	Possible grant funding or COVID-19 Safe Restart Reserve	

Living Green

Install solar panels on either KC or WTP (CARIP Initiative)	$10,000	CARIP Reserve	***carry forward from 2020***

Emergency – Evacuation Training & Radio Communications Enhancement	$12,500	UBCM/Province	***carry forward from 2020***

Capital Plan/Budget

The 2021-2025 Capital Plan is included in the financial plan package. The capital items budgeted for 2021 are listed below:

Project	**Budget**	**Source of Funds**
Snow and salting truck (5 yr loan through MFA)	14,000	General Surplus
Concrete ramp and handrails (gazebo)	15,000	Possible grant funding (Rick Hanson Foundation)
Genset for Fire Hall #1 (AMP)	50,000	General Surplus/SRD
Newcastle Dam	637,594	Strategic Priorites Grant/Water Surplus/General Surplus/CWF (gas tax)
Fencing for Water Treament Plant	40,000	Water Surplus/General Surplus
Gensets for liftstations	120,000	TBD

STAFF RECOMMENDATIONS

THAT Council receives the Financial Plan 2021-2025 Final report for information and discussion and;

THAT Council approves the 2021-2025 Financial Plan.

Respectfully submitted,

_____

Lisa Clark
CFO

DRAFT 2021-2025 Financial Plan

Summary		2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
OPERATING REVENUE								
Taxation - General Municipal Purpose		337,399	340,675	345,834	354,480	363,342	372,425	381,736
Other taxes		12,761	12,881	10,783	10,999	11,219	11,444	11,672
Federal Community Works Fund Grant		68,216	69,758	71,562	71,562	75,143	75,143	75,143
COVID-19 Safe Restart Grant		0	268,000	0	0	0	0	0
Provincial Govt Grants		399,840	391,413	393,370	401,237	409,262	417,447	425,796
CARIP Grant		2,500	2,094	2,000	2,000	2,000	2,000	2,000
Interest & Tax Penalties		6,500	7,068	6,500	6,500	6,500	6,500	6,500
Unrealized Gain (Loss)		0	(805)	0	0	0	0	0
General Investment Income		5,000	4,301	5,000	5,000	5,000	5,000	5,000
Other Revenue		12,350	8,391	10,250	5,250	5,250	5,250	5,250
Licences, Permits & Fines		6,000	7,873	6,000	6,000	6,000	6,000	6,000
General Operating Grants		205,789	49,066	274,100	2,500	2,500	2,500	2,500
Age Friendly Program Revenue		0	55	0	0	0	0	0
Sale of Service - Recreation Centre		24,332	8,415	14,800	14,870	14,941	15,014	15,089
Sale of Service - Other		16,200	16,414	16,500	16,809	17,127	17,455	17,793
RCMP Rent		23,800	25,000	25,200	25,200	25,200	25,200	25,200
RCMP Maintenance		9,748	8,078	10,236	10,236	10,236	10,236	10,236
Sewer Revenue		72,843	77,978	75,415	77,844	80,357	82,958	85,651
Water Revenue		122,683	131,189	133,354	142,544	152,377	162,898	174,155
Solid Waste Revenue		39,407	40,017	41,892	43,791	45,785	47,878	50,077
Total Operating Revenue		1,365,367	1,468,667	1,442,796	1,196,820	1,232,238	1,265,348	1,299,797
OPERATING EXPENDITURES								
Legislative Services		58,810	34,300	84,260	63,278	63,296	63,315	63,334
Administration		354,117	260,586	471,299	333,783	339,517	345,410	351,469
Election		2,525	7,335	2,525	8,100	2,525	2,525	2,525
Recreation Centre		256,645	172,541	238,801	227,474	232,869	238,504	244,395
Parks		46,420	29,878	51,464	47,162	47,874	48,601	49,342
Public Works		58,816	51,329	73,245	67,176	68,673	70,240	71,883
Roads		35,718	28,801	38,052	38,623	39,205	39,799	40,405
Drainage		11,318	2,975	25,167	6,546	6,617	6,690	6,763
Planning		3,000	5,549	9,000	9,000	9,000	9,000	9,000
Police		14,662	8,243	12,136	12,424	12,734	13,068	13,429
Fire		46,060	20,583	40,659	32,980	32,578	33,636	33,276
Emergency		158,100	38,227	170,600	8,100	8,100	8,100	8,100
Health Clinic		0	510	550	550	550	550	550
Bylaw		500	0	500	500	500	500	500
Solid Waste		40,500	39,986	43,000	43,000	43,000	43,770	44,555
Sewer Operations		72,481	64,295	88,929	77,297	78,714	80,184	81,710
Water Operations		118,574	104,552	131,130	133,723	136,417	139,219	142,137
Total Departmental Expenditures		1,278,248	869,687	1,481,316	1,109,715	1,122,172	1,143,112	1,163,374
Surplus/(Deficit) Before Amortization		87,119	598,980	(38,520)	87,105	110,067	122,236	136,423

DRAFT 2021-2025 Financial Plan

Summary		2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Amortization Expense - General		53,354	69,828	69,834	69,834	69,834	69,834	69,834
Amortization Expense - Sewer		36,799	36,799	36,799	36,799	36,799	36,799	36,799
Amortization Expense - Water		22,379	89,170	89,170	89,170	89,170	89,170	89,170
Annual Operating Surplus/(Deficit)		**(25,413)**	**403,183**	**(234,324)**	**(108,698)**	**(85,736)**	**(73,567)**	**(59,380)**
Transfer to CARIP Reserve	01-02-00-0597	2,500	2,094	2,000	2,000	2,000	2,000	2,000
Transfer to CWF Reserve (gas tax)	01-02-00-0598	68,216	69,758	71,562	71,562	75,143	75,143	75,143
Transfer to COVID-19 Reserve			268,000					
Transfer to Election Reserve				2,525	0	2,525	2,525	2,525
Transfers from Reserve/Surplus Accounts:								
Transfer from CARIP Reserve		(10,000)		(10,000)				
Transfer from Operating Surplus		(14,250)		(52,440)				
Transfer from COVID-19 Reserve				(59,000)				
Transfer from Election Reserve					(5,050)			
Net contributions to (from) Reserves		**46,466**	**339,852**	**(45,353)**	**68,512**	**79,668**	**79,668**	**79,668**
Annual Operating Surplus before amortization adjustment		**(71,878)**	**63,332**	**(188,970)**	**(177,209)**	**(165,404)**	**(153,235)**	**(139,048)**
Adjust for Non-Cash Items (Amortization)		112,532	195,797	195,803	195,803	195,803	195,803	195,803
Annual Operating Surplus/(Deficit) adjusted		**40,654**	**259,129**	**6,833**	**18,594**	**30,399**	**42,568**	**56,755**
Transfer to/(from) Sewer Surplus/Reserves		4,862	13,684	(513)	547	1,643	2,774	3,941
Transfer to/(from) Water Surplus/Reseves		4,109	26,638	2,224	8,820	15,959	23,678	32,018
Transfer to/(from) General Surplus/Reserves		31,683	218,807	5,123	9,227	12,797	16,115	20,796
NET		**0**	**0**	**0**	**0**	**0**	**0**	**0**
Non-Capital projects/other items - Operating Budget								
Council - laptops	6,000			6,000				
Council - Speaker system for Council meetings	15,000			15,000				
Admin - Office carpet, flooring and counter	6,500			7,500				
Admin - Insulate storage room	7,500			6,500				
Admin - CARIP Initiative	10,000			10,000				
Admin - keyless entry system	2,000			2,000				
Recreation - office equipment	1,500			1,500				
Recreation - paint siding on building	3,500			3,500				
Recreation - plexiglass, glass doors, wheelchair access	15,000			15,000				
Public Works - extend PW building for shelter area	8,000			8,000				
Fire - paint siding on Hall #1	3,750			3,750				
Fire - replace volume pump (engine #4)	3,500			3,500				
Fire - SCBA	5,000			5,000				
Fire - Bunkergear	5,000			5,000				
Parks - 2 tables for gazebo	5,000			5,000				
Drainage - update drainage plan (Highland Engineering)	16,690			16,690				

DRAFT 2021-2025 Financial Plan

Summary		2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Grants (Operating):								
Admin - Website project	18,000			18,000				
Admin - Age Friendly Grant - OCP update	25,000			25,000				
Admin - Housing Needs Report (part of OCP update)	15,000			15,000				
Admin - CRI Fire Smart grant ($10k part of OCP update)	44,100			44,100				
Admin - Possible grant for Bylaw review project	15,000			15,000				
Sewer - Possible grant for dock, hazmat suits, etc.	13,000			13,000				
Emergency - UBCM grant for emergency ops	12,500			12,500				
Emergency - UBCM Floodmap study	150,000			150,000				

2021 - 2025 CAPITAL BUDGET

				Funding Source						
			Budget/Funds to be spent	Gov't grants	Other Rev/Grants	Roads Reserve	General Surplus	Water Surplus	Sewer Surplus	CWF Reserve
GENERAL CAPITAL FUND										
Public Works	2021	Snow and salting truck (5 yr loan through MFA)	$ 14,000				$ 14,000			
Parks	2021	Concrete ramp and handrails (gazebo)	$ 15,000		$ 15,000					
Fire	2021	Genset for Fire Hall #1 (AMP)	$ 50,000		$ 25,000		$ 25,000			
	Total General Capital Fund		$ 79,000	$ -	$ 40,000	$ -	$ 39,000	$ -	$ -	$ -
WATER CAPITAL FUND										
Water	2021	Newcastle Creek Dam Rehabilitation (carry-fwd)	$ 637,594	$ 100,228	$ -		$ 158,513	$ 144,213		$ 234,640
Water	2021	Fencing for Water Treament Plant	$ 40,000				$ 20,000	$ 20,000		
	Total Water Capital Fund		$ 677,594	$ 100,228	$ -	$ -	$ 178,513	$ 164,213	$ -	$ 234,640
SEWER CAPITAL FUND										
Sewer	2021	Gensets for liftstations	$ 120,000		$ 120,000					
	Total Sewer Capital Fund		$ 120,000	$ -	$ 120,000	$ -	$ -	$ -	$ -	$ -
		Total Capital Expenditures	**$ 876,594**	**$ 100,228**	**$ 160,000**	**$ -**	**$ 217,513**	**$ 164,213**	**$ -**	**$ 234,640**
GENERAL CAPITAL FUND										
Public Works	2022	Snow and salting truck (5 yr loan through MFA)	$ 14,000				$ 14,000			
Public Works	2022	Kubota lawn mower (AMP)	$ 25,000				$ 25,000			
Fire	2022	Replace Rescue #33 (AMP)	$ 250,000		$ 250,000					
	Total General Capital Fund		$ 289,000	$ -	$ 250,000	$ -	$ 39,000	$ -	$ -	$ -
WATER CAPITAL FUND										
Water	2022	Water Meter Program	$ 395,000	$ 316,000	-			$ 39,000	-	$ 40,000
	Total Water Capital Fund		$ 395,000	$ 316,000	$ -	$ -	$ -	$ 39,000	$ -	$ 40,000
SEWER CAPITAL FUND										
	2022	Liftstation electrical and pipes (McMillan/Kelsey Way) (AMP)	$ 150,000		$ 150,000					
Sewer	2022	Sewer pumps at lagoon liftstation (AMP)	$ 50,000	$ 50,000	-					
	Total Sewer Capital Fund		$ 200,000	$ 50,000	$ 150,000	$ -	$ -	$ -	$ -	$ -
		Total Capital Expenditures	**$ 884,000**	**$ 366,000**	**$ 400,000**	**$ -**	**$ 39,000**	**$ 39,000**	**$ -**	**$ 40,000**
GENERAL CAPITAL FUND										
Public Works	2023	Snow and salting truck (5 yr loan through MFA)	$ 14,000				$ 14,000			
Fire	2023	Fire - Replace Engine #3 (AMP)	$ 500,000	$ 500,000						
Roads	2023	Resurfacing Kelsey Way & K'Husam Way (AMP)	$ 700,000	$ 700,000	$ 119,000					
	Total General Capital Fund		$ 1,214,000	$ 1,200,000	$ 119,000	$ -	$ 14,000	$ -	$ -	$ -
WATER CAPITAL FUND										
	2023									
	Total Water Capital Fund		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SEWER CAPITAL FUND										
	2023									
	Total Sewer Capital Fund		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
		Total Capital Expenditures	**$ 1,214,000**	**$ 1,200,000**	**$ 119,000**	**$ -**	**$ 14,000**	**$ -**	**$ -**	**$ -**
GENERAL CAPITAL FUND										
Public Works	2024	Snow and salting truck (5 yr loan through MFA)	$ 14,000				$ 14,000			
Roads	2024	Resurfacing Village Roads (AMP)	$ 650,000	$ 539,500	$ 110,500					
	Total General Capital Fund		$ 664,000	$ 539,500	$ 110,500	$ -	$ 14,000	$ -	$ -	$ -
WATER CAPITAL FUND										
	2024									
	Total Water Capital Fund		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SEWER CAPITAL FUND										

2021 - 2025 CAPITAL BUDGET				Funding Source						
		Budget/Funds to be spent	Gov't grants	Other Rev/Grants	Roads Reserve	General Surplus	Water Surplus	Sewer Surplus	CWF Reserve
	2024								
	Total Sewer Capital Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Total Capital Expenditures	$ 664,000	$ 539,500	$ 110,500	$ -	$ 14,000	$ -	$ -	$ -
GENERAL CAPITAL FUND									
	2025								
	Total General Capital Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WATER CAPITAL FUND									
	2025								
	Total Water Capital Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SEWER CAPITAL FUND									
	2025								
	Total Sewer Capital Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Total Capital Expenditures	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
GENERAL REVENUE								
Revenue								
Taxation - General Municipal Purpose	01-01-00-0100	337,399	340,675	345,834	354,480	363,342	372,425	381,736
Total Taxes		**337,399**	**340,675**	**345,834**	**354,480**	**363,342**	**372,425**	**381,736**
Utilities Tax - B.C. Hydro	01-01-00-0110	4,397	4,397	3,348	3,415	3,483	3,553	3,624
Utilities Tax - Telus	01-01-00-0111	1,566	1,566	1,522	1,552	1,583	1,615	1,647
Utilities Tax - Cable	01-01-00-0112	1,000	1,000	0	0	0	0	0
Total Utilities Taxes		**6,963**	**6,963**	**4,869**	**4,967**	**5,066**	**5,167**	**5,271**
Federal Grant-in-lieu-of Taxes	01-01-00-0130	5,798	5,918	5,914	6,032	6,153	6,276	6,402
Federal Community Works Fund Grant	01-01-00-0136	68,216	69,758	71,562	71,562	75,143	75,143	75,143
COVID-19 Safe Restart Grant	01-01-00-0138	0	268,000	0	0	0	0	0
Provincial Govt Grants	01-01-00-0140	399,840	391,413	393,370	401,237	409,262	417,447	425,796
CARIP Grant	01-01-00-0141	2,500	2,094	2,000	2,000	2,000	2,000	2,000
HOG Administration Fee	01-01-00-0145	2,100	2,094	0	0	0	0	0
Revenue - Other	01-01-00-0192	1,400	1,711	1,400	1,400	1,400	1,400	1,400
Unrealized Gain (Loss)	01-01-00-0258	0	(805)	0	0	0	0	0
Interest Income General	01-01-00-0259	5,000	4,301	5,000	5,000	5,000	5,000	5,000
Interest & Tax Penalties	01-01-00-0260	6,500	7,068	6,500	6,500	6,500	6,500	6,500
Tax Sale Revenue	01-01-00-0275	0	0	0	0	0	0	0
Total Other General Revenue		**491,354**	**751,551**	**485,746**	**493,731**	**505,458**	**513,766**	**522,241**
Total General Revenue		**835,715**	**1,099,190**	**836,449**	**853,178**	**873,866**	**891,359**	**909,247**

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
OTHER GOVERNMENTS								
Revenue								
Comox Strathcona Waste Management	01-01-00-0119	9,500	9,839	10,000	10,000	10,000	10,000	10,000
School Tax	01-01-00-0120	83,000	79,045	83,000	83,000	83,000	83,000	83,000
Regional Hospital	01-01-00-0121	27,000	28,091	30,000	30,000	30,000	30,000	30,000
BC Assessment Authority	01-01-00-0122	1,800	2,225	2,400	2,400	2,400	2,400	2,400
Municipal Finance Authority	01-01-00-0123	7	11	15	15	15	15	15
Regional District	01-01-00-0124	14,500	13,634	14,500	14,500	14,500	14,500	14,500
Regional Library	01-01-00-0125	12,813	13,038	13,500	13,500	13,500	13,500	13,500
Police Tax	01-01-00-0126	15,000	17,019	18,000	18,000	18,000	18,000	18,000
Total Other Governments Revenue		**163,620**	**162,902**	**171,415**	**171,415**	**171,415**	**171,415**	**171,415**
Expenditure								
Requsitions - School Tax	01-02-00-0577	83,000	79,045	83,000	83,000	83,000	83,000	83,000
Requisitions - Regional Hospital	01-02-00-0578	27,000	28,091	30,000	30,000	30,000	30,000	30,000
B.C. Assessment Authority	01-02-00-0579	1,800	2,225	2,400	2,400	2,400	2,400	2,400
Municipal Finance Authority	01-02-00-0580	7	11	15	15	15	15	15
Regional District	01-02-00-0581	14,500	13,634	14,500	14,500	14,500	14,500	14,500
Regional Library	01-02-00-0582	12,813	13,038	13,500	13,500	13,500	13,500	13,500
Requisitions - Police Tax	01-02-00-0583	15,000	17,019	18,000	18,000	18,000	18,000	18,000
Comox Strathcona Waste Management	01-02-00-0584	9,500	9,839	10,000	10,000	10,000	10,000	10,000
Total Other Governments Expenditure		**163,620**	**162,902**	**171,415**	**171,415**	**171,415**	**171,415**	**171,415**
Net Other Governments		**0**	**0**	**0**	**0**	**0**	**0**	**0**

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
MAYOR & COUNCIL								
Revenue								
Transfer from Reserves				21,000	0	0	0	0
Total Legislative Revenue		**0**	**0**	**21,000**	**0**	**0**	**0**	**0**
Expenditure								
Honorarium - Mayor	01-02-02-0365	9,360	8,730	9,360	9,360	9,360	9,360	9,360
Honorarium - Councillors	01-02-02-0366	28,800	19,000	28,800	28,800	28,800	28,800	28,800
Payroll Costs - Mayor & Council (CPP)	01-02-02-0370	650	398	900	900	900	900	900
Travel & Education - Council	01-02-02-0380	16,000	4,747	16,800	16,800	16,800	16,800	16,800
Computer software & repairs	01-02-02-0414	0	0	2,500	2,500	2,500	2,500	2,500
COVID-19 Expenses	01-02-02-0452	0	0	21,000	0	0	0	0
Council - Economic Development Projects	01-02-02-0501	2,500	410	2,500	2,500	2,500	2,500	2,500
Council - Office Supplies/Expenses	01-02-02-0510	1,500	1,015	1,500	1,500	1,500	1,500	1,500
Telephone & Internet	01-02-02-0540	0	0	900	918	936	955	974
Total Legislative Expenditure		**58,810**	**34,300**	**84,260**	**63,278**	**63,296**	**63,315**	**63,334**
Net Legislative		**(58,810)**	**(34,300)**	**(63,260)**	**(63,278)**	**(63,296)**	**(63,315)**	**(63,334)**

Item	# of particpants	cost per	Budget 2021	Budget 2020
Travel , Training & Education	5	$ 400	$ 2,000	$ 2,000
UBCM	2	$ 3,000	$ 6,000	$ 6,000
AVICC	2	$ 600	$ 1,200	$ 2,600
LGLA	3	$ 1,200	$ 3,600	$ 2,400
Other	1	$ 4,000	$ 4,000	$ 3,000
			$ 16,800	$ 16,000

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
ADMINISTRATION								
Revenue								
Grants - Admin	01-01-03-0140	35,000	0	109,100	0	0	0	0
First Nations Relations Revenue	01-01-03-0144	5,000	0	5,000	0	0	0	0
Area A Fire Administration Fee	01-01-03-0150	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Building Permits	01-01-03-0160	2,500	4,672	2,500	2,500	2,500	2,500	2,500
Business Licenses	01-01-03-0165	3,000	2,730	3,000	3,000	3,000	3,000	3,000
Dog Licenses & Fines	01-01-03-0166	500	471	500	500	500	500	500
Photocopies & Fax	01-01-03-0190	200	57	200	200	200	200	200
Sayward News Revenue	01-01-03-0191	4,500	5,211	4,500	4,500	4,500	4,500	4,500
Revenue - Other	01-01-03-0192	100	104	100	100	100	100	100
Transfer from Reserves		10,000		34,000	0	0	0	0
Total Administration Revenue		**63,300**	**15,746**	**161,400**	**13,300**	**13,300**	**13,300**	**13,300**
Expenditure								
Salaries - Admin	01-02-03-0350	140,074	122,486	166,311	169,637	173,030	176,490	180,020
Wages - Custodian	01-02-03-0353	1,781	943	1,834	1,871	1,908	1,946	1,985
Salaries - Public Works	01-02-03-0360	1,602	2,044	2,874	2,932	2,991	3,050	3,111
Payroll Costs: Admin & PW	01-02-03-0370	34,676	28,059	42,664	43,517	44,387	45,275	46,180
Travel & Education - Admin	01-02-03-0380	10,000	9,280	7,500	7,500	7,500	7,500	7,500
Advertising	01-02-03-0400	750	0	500	500	500	500	500
First Nations Relations Expenses	01-02-03-0403	5,000	0	5,000	0	0	0	0
Tourism - Tourism Committee	01-02-03-0404	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Sayward News	01-02-03-0405	5,200	3,859	5,200	5,200	5,200	5,200	5,200
Internet	01-02-03-0406	1,224	1,059	1,248	1,273	1,299	1,325	1,351
Postage	01-02-03-0409	1,750	1,553	1,785	1,821	1,857	1,894	1,932
Audit	01-02-03-0410	14,832	5,984	15,277	15,735	16,207	16,694	17,194
Legal	01-02-03-0411	5,000	11,107	10,000	10,000	10,000	10,000	10,000
Computer software & repairs	01-02-03-0414	9,500	12,512	13,500	13,500	13,500	13,500	13,500
Bank Charges, Fees & Interest	01-02-03-0420	2,450	2,978	2,500	2,500	2,500	2,500	2,500
Tax Sale Fees	01-02-03-0421	0	0	0	0	0	0	0
Dues, Memberships & Subscriptions	01-02-03-0435	4,500	3,582	4,000	4,000	4,000	4,000	4,000
Insurance - Building	01-02-03-0445	1,928	1,565	1,721	1,893	2,083	2,291	2,520
Insurance - Liability	01-02-03-0447	2,706	2,441	2,685	2,954	3,249	3,574	3,931
Maintenance & Repairs - Admin Office	01-02-03-0450	2,000	3,668	26,000	2,000	2,000	2,000	2,000
COVID-19 Expenses	01-02-03-0452	0	524	2,000	0	0	0	0
Cleaning Supplies - Office	01-02-03-0454	188	208	500	500	500	500	500
Office Supplies	01-02-03-0510	4,500	4,923	5,000	5,000	5,000	5,000	5,000

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Tax Printing	01-02-03-0514	500	391	400	400	400	400	400
Business Travel/Meetings	01-02-03-0518	500	323	500	500	500	500	500
Economic Development Projects	01-02-03-0525	1,700	0	18,000	0	0	0	0
Equipment - Admin Office	01-02-03-0529	1,000	0	1,000	1,000	1,000	1,000	1,000
Contract Labour	01-02-03-0532	74,500	19,878	108,600	14,500	14,500	14,500	14,500
Copier - Rent & Supplies	01-02-03-0538	6,000	5,338	5,500	5,610	5,722	5,837	5,953
Telephone & Cell Phone	01-02-03-0540	5,000	5,076	5,000	5,000	5,000	5,000	5,000
Heating Fuel	01-02-03-0550	8,160	5,113	7,500	7,650	7,803	7,959	8,118
Utilities	01-02-03-0555	4,896	3,495	4,500	4,590	4,682	4,775	4,871
Total Administration Expenditure		**354,117**	**260,586**	**471,299**	**333,783**	**339,517**	**345,410**	**351,469**
Net Administration		**(290,817)**	**(244,840)**	**(309,899)**	**(320,483)**	**(326,217)**	**(332,110)**	**(338,169)**

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
ELECTION								
Revenue								
Transfer from Reserves					5,050			
Total Election Revenue		0	0	0	5,050	0	0	0
Expenditure								
Salaries - Admin	01-02-04-0350	420	0	420	420	420	420	420
Salaries - Public Works	01-02-04-0360	140	0	140	140	140	140	140
Payroll Costs - Admin & PW	01-02-04-0370	40	0	40	40	40	40	40
Election Expense	01-02-04-0520	1,925	7,335	1,925	7,500	1,925	1,925	1,925
Total Election Expenditure		**2,525**	**7,335**	**2,525**	**8,100**	**2,525**	**2,525**	**2,525**
Net Election		**(2,525)**	**(7,335)**	**(2,525)**	**(3,050)**	**(2,525)**	**(2,525)**	**(2,525)**

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
RECREATION CENTRE								
Revenue								
Grants - Recreation	01-01-06-0140	18,289	13,311	0	0	0	0	0
Kelsey Centre Gift Certificates	01-01-06-0167	0	0	0	0	0	0	0
Age Friendly Program Revenue	01-01-06-0168	0	55	0	0	0	0	0
Swim Lesson Fees	01-01-06-0169	500	0	500	500	500	500	500
Ten Pack	01-01-06-0171	4,000	1,204	2,000	2,000	2,000	2,000	2,000
Single User - Pool	01-01-06-0173	4,000	1,439	2,000	2,000	2,000	2,000	2,000
Single User - Gym	01-01-06-0174	230	308	350	350	350	350	350
Drop In Fitness Fees	01-01-06-0177	150	38	150	150	150	150	150
Drop In Weight Room Fees	01-01-06-0178	300	32	150	150	150	150	150
Monthly Passes	01-01-06-0179	250	190	250	250	250	250	250
Shower Fees	01-01-06-0181	250	9	250	250	250	250	250
After School Program/Day Care Fees	01-01-06-0182	3,500	0	1,000	1,020	1,040	1,061	1,082
Concession Sales	01-01-06-0183	4,000	1,290	2,500	2,550	2,601	2,653	2,706
Pool Rental	01-01-06-0185	200	0	200	200	200	200	200
Gym Rental	01-01-06-0186	850	417	500	500	500	500	500
Room Rental	01-01-06-0187	400	0	400	400	400	400	400
Rentals - Tables and Chairs	01-01-06-0188	150	58	150	150	150	150	150
Birthday Party/Event Revenue	01-01-06-0189	400	219	400	400	400	400	400
Kelsey Centre Van Donations	01-01-06-0270	2,652	2,314	2,500	2,500	2,500	2,500	2,500
Special Event Revenue/Donations	01-01-06-0271	2,500	899	1,500	1,500	1,500	1,500	1,500
Afterschool Program Donations	01-01-06-0272	0	0	0	0	0	0	0
Transfer from Reserves		3,500		20,000	0	0	0	0
Total Recreation Centre Revenue		**46,121**	**21,781**	**34,800**	**14,870**	**14,941**	**15,014**	**15,089**
Expenditure								
Operating Expenses								
Salaries - Admin	01-02-06-0350	35,779	31,029	37,538	38,288	39,054	39,835	40,632
Wages - Recreation	01-02-06-0352	23,847	13,287	21,221	21,645	22,078	22,520	22,970
Wages - Custodian	01-02-06-0353	8,312	7,031	8,559	8,730	8,905	9,083	9,265
Wages - Lifeguards	01-02-06-0354	27,740	8,914	22,404	22,852	23,309	23,775	24,250
Payroll Costs: Admin & PW	01-02-06-0370	18,783	14,964	19,273	19,659	20,052	20,453	20,862
Travel & Education - Recreation	01-02-06-0380	3,000	692	1,500	3,000	3,000	3,000	3,000
Advertising	01-02-06-0400	250	0	250	250	250	250	250

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Dues, Memberships & Subscriptions	01-02-06-0435	500	288	500	500	500	500	500
Afterschool Supplies/Expenses	01-02-06-0437	500	0	500	500	500	500	500
Concession	01-02-06-0438	2,500	944	1,500	2,500	2,500	2,500	2,500
Special Events Expense	01-02-06-0440	2,500	899	1,500	2,500	2,500	2,500	2,500
Swim Lesson Expenses	01-02-06-0442	300	0	300	300	300	300	300
Age Friendly Programming Expenses	01-02-06-0443	0	0	0	0	0	0	0
COVID-19 Expenses	01-02-06-0452	0	5,136	15,000	0	0	0	0
M & R, Gas & Oil - Age Friendly Van	01-02-06-0480	2,652	2,314	2,500	2,550	2,601	2,653	2,706
Office Supplies	01-02-06-0510	1,000	367	1,000	1,000	1,000	1,000	1,000
Chemicals & Maintenance - Pool	01-02-06-0515	4,000	3,198	4,000	4,080	4,162	4,245	4,330
Rec Centre Supplies	01-02-06-0516	2,000	1,758	2,000	2,000	2,000	2,000	2,000
Business Travel/Meetings	01-02-06-0518	250	176	250	250	250	250	250
Community Wellness Project expenses	01-02-06-0524	18,289	13,311	0	0	0	0	0
Equipment - Recreation Centre	01-02-06-0529	3,500	1,263	3,500	2,000	2,000	2,000	2,000
Telephone & Internet	01-02-06-0540	2,907	2,981	2,965	3,024	3,084	3,146	3,209
Sub Total Operating Expenses		**158,608**	**108,553**	**146,259**	**135,628**	**138,045**	**140,510**	**143,024**
Building Expenses								
Salaries - Public Works	01-02-06-0360	10,232	5,986	9,836	10,033	10,234	10,439	10,647
Payroll Costs: Admin & PW	01-02-06-0370	1,769	0	1,925	1,963	2,002	2,042	2,083
Insurance - Building	01-02-06-0445	15,052	12,189	13,407	14,748	16,223	17,845	19,630
Insurance - Liability	01-02-06-0447	849	794	873	961	1,057	1,162	1,279
Maintenance & Repairs - Recreation	01-02-06-0450	16,500	8,752	16,500	13,000	13,000	13,000	13,000
Cleaning Supplies	01-02-06-0454	1,219	1,986	2,000	2,000	2,000	2,000	2,000
Heating Fuel	01-02-06-0550	32,640	20,301	30,000	30,600	31,212	31,836	32,473
Utilities	01-02-06-0555	19,776	13,980	18,000	18,540	19,096	19,669	20,259
Sub Total Building Expenses		**98,037**	**63,987**	**92,542**	**91,845**	**94,824**	**97,994**	**101,371**
Total Recreation Centre Expenditure		**256,645**	**172,541**	**238,801**	**227,474**	**232,869**	**238,504**	**244,395**
Net Recreation Centre		**(210,525)**	**(150,759)**	**(204,001)**	**(212,604)**	**(217,928)**	**(223,490)**	**(229,307)**

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
PARKS								
Revenue								
Grants - Parks	01-01-13-0140	0	0	0	0	0	0	0
Camping Revenue	01-01-13-0190	10,000	10,446	10,300	10,609	10,927	11,255	11,593
Revenue - Other	01-01-13-0192	0	0	0	0	0	0	0
Park Bench Revenue	01-01-13-0195	1,500	0	1,500	1,500	1,500	1,500	1,500
Transfer from Reserves		2,500	0	5,000	0	0	0	0
Total Parks Revenue		**14,000**	**10,446**	**16,800**	**12,109**	**12,427**	**12,755**	**13,093**
Expenditure								
Wages - Custodian	01-02-13-0353	1,187	190	1,223	1,247	1,272	1,298	1,324
Salaries - Public Works	01-02-13-0360	24,859	18,050	26,601	27,133	27,676	28,230	28,794
Payroll Costs: Admin & PW	01-02-13-0370	3,844	2,762	4,926	5,024	5,124	5,227	5,332
Advertising	01-02-13-0400	275	0	275	275	275	275	275
Cleaning Supplies	01-02-13-0454	375	180	375	375	375	375	375
M & R - Equipment	01-02-13-0475	2,500	947	1,500	1,500	1,500	1,500	1,500
Diesel & Oil - Kubota Mower	01-02-13-0477	357	190	364	371	379	386	394
Supplies - Parks	01-02-13-0516	5,000	3,946	5,000	5,000	5,000	5,000	5,000
Equipment - Parks	01-02-13-0529	4,000	477	6,500	1,500	1,500	1,500	1,500
Contract Labour	01-02-13-0532	1,500	1,365	1,500	1,500	1,500	1,500	1,500
Park Bench Expense	01-02-13-0534	1,400	0	1,400	1,400	1,400	1,400	1,400
Utilities	01-02-13-0555	1,122	1,770	1,800	1,836	1,873	1,910	1,948
Total Parks Expenditure		**46,420**	**29,878**	**51,464**	**47,162**	**47,874**	**48,601**	**49,342**
Net Parks		**(32,420)**	**(19,433)**	**(34,664)**	**(35,053)**	**(35,447)**	**(35,846)**	**(36,249)**

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
PUBLIC WORKS								
Revenue								
Revenue - Other	01-01-15-0192	250	222	250	250	250	250	250
Transfer from Reserves				8,000				
Total Public Works Revenue		**250**	**222**	**8,250**	**250**	**250**	**250**	**250**
Expenditure								
Salaries - Public Works	01-02-15-0360	21,151	21,992	24,647	25,140	25,642	26,155	26,678
Payroll Costs: Admin & PW	01-02-15-0370	4,146	2,603	5,340	5,447	5,556	5,667	5,780
Travel & Education - Public Works	01-02-15-0380	1,000	465	750	750	750	750	750
Dues, Memberships & Subscriptions	01-02-15-0435	150	525	500	500	500	500	500
Insurance - Building	01-02-15-0445	1,635	1,278	1,798	1,978	2,176	2,393	2,633
Insurance - Liabiilty	01-02-15-0447	2,525	2,278	2,777	3,055	3,360	3,696	4,066
Insurance & License - Vehicles	01-02-15-0448	6,732	5,258	6,867	7,004	7,144	7,287	7,433
Maintenance of Building	01-02-15-0450	1,000	70	9,000	1,500	1,500	1,500	1,500
M & R - Tractor and Dump Truck	01-02-15-0475	1,200	588	1,200	1,200	1,200	1,200	1,200
Diesel & Oil - Tractor and Dump Truck	01-02-15-0477	1,500	636	1,530	1,561	1,592	1,624	1,656
Gas & Oil - Public Works Trucks	01-02-15-0478	4,500	4,588	4,590	4,682	4,775	4,871	4,968
M & R - Public Works Trucks	01-02-15-0480	2,500	1,805	2,500	2,500	2,500	2,500	2,500
Office Supplies	01-02-15-0510	250	670	250	250	250	250	250
General Supplies	01-02-15-0516	3,400	2,367	3,400	3,400	3,400	3,400	3,400
Business Travel/Meetings	01-02-15-0518	500	0	500	500	500	500	500
Equipment	01-02-15-0529	1,000	351	1,000	1,000	1,000	1,000	1,000
Telephone & Internet	01-02-15-0540	2,448	2,242	2,497	2,547	2,598	2,650	2,703
Utilities	01-02-15-0555	3,179	2,756	3,243	3,307	3,374	3,441	3,510
MFA Interest - Truck Loan	01-02-15-0571	0	856	856	856	856	856	856
Total Public Works Expenditure		**58,816**	**51,329**	**73,245**	**67,176**	**68,673**	**70,240**	**71,883**
Net Public Works		**(58,566)**	**(51,106)**	**(64,995)**	**(66,926)**	**(68,423)**	**(69,990)**	**(71,633)**

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
ROADS								
Revenue								
Snow Removal Revenue	01-01-09-0190	1,000	1,760	1,000	1,000	1,000	1,000	1,000
Total Roads Revenue		**1,000**	**1,760**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**
Expenditure								
Salaries - Public Works	01-02-09-0360	5,339	4,357	5,749	5,864	5,981	6,101	6,223
Payroll Costs: Admin & PW	01-02-09-0370	979	689	1,205	1,229	1,253	1,279	1,304
Maintenance & Repairs - Roads	01-02-09-0450	4,500	507	5,000	5,000	5,000	5,000	5,000
Sand & Salt	01-02-09-0531	3,000	3,151	3,000	3,000	3,000	3,000	3,000
Contract Labour	01-02-09-0532	1,500	0	1,500	1,500	1,500	1,500	1,500
Utilities - Street Lighting	01-02-09-0555	20,400	20,096	21,598	22,030	22,471	22,920	23,378
Total Roads Expenditure		**35,718**	**28,801**	**38,052**	**38,623**	**39,205**	**39,799**	**40,405**
Net Roads Services		**(34,718)**	**(27,041)**	**(37,052)**	**(37,623)**	**(38,205)**	**(38,799)**	**(39,405)**

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
DRAINAGE								
Revenue								
Transfer from Reserves	01-01-10-0315	0	0	16,690	0	0	0	0
Total Drainage Revenue		**0**	**0**	**16,690**	**0**	**0**	**0**	**0**
Expenditure								
Salaries - Public Works	01-02-10-0360	5,339	1,676	2,874	2,932	2,991	3,050	3,111
Payroll Costs: Admin & PW	01-02-10-0370	979	272	602	614	627	639	652
Maintenance & Repairs - Drainage	01-02-10-0450	5,000	1,027	21,690	3,000	3,000	3,000	3,000
Total Drainage Expenditure		**11,318**	**2,975**	**25,167**	**6,546**	**6,617**	**6,690**	**6,763**
Net Drainage		**(11,318)**	**(2,975)**	**(8,477)**	**(6,546)**	**(6,617)**	**(6,690)**	**(6,763)**

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
PLANNING & BUILDING INSPECTION								
Revenue								
Planning Fee Revenue	01-01-16-0161	0	700	0	0	0	0	0
Total Planning Revenue		**0**	**700**	**0**	**0**	**0**	**0**	**0**
Expenditure								
Building Inspections	01-02-16-0413	2,500	4,914	2,500	2,500	2,500	2,500	2,500
Rezoning & OCP Expenses	01-02-16-0517	500	635	1,500	1,500	1,500	1,500	1,500
Contract Labour	01-02-16-0532	0	0	5,000	5,000	5,000	5,000	5,000
Total Planning Expenditure		**3,000**	**5,549**	**9,000**	**9,000**	**9,000**	**9,000**	**9,000**
Net Planning		**(3,000)**	**(4,849)**	**(9,000)**	**(9,000)**	**(9,000)**	**(9,000)**	**(9,000)**

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
POLICE SERVICES								
Revenue								
RCMP Rent	01-01-08-0198	23,800	25,000	25,200	25,200	25,200	25,200	25,200
RCMP Maintenance	01-01-08-0199	9,748	8,078	10,236	10,236	10,236	10,236	10,236
Total Police Services Revenue		**33,548**	**33,078**	**35,436**	**35,436**	**35,436**	**35,436**	**35,436**
Expenditure								
Salaries - Public Works	01-02-08-0360	6,110	1,327	3,683	3,683	3,683	3,683	3,683
Payroll Costs: Admin & PW	01-02-08-0370	1,049	292	681	681	681	681	681
Insurance - Building	01-02-08-0445	1,684	1,310	1,853	2,038	2,242	2,466	2,713
Insurance - Liability	01-02-08-0447	165	147	182	200	220	242	266
Maintenance & Repairs - Police	01-02-08-0450	1,500	982	1,500	1,500	1,500	1,500	1,500
Municipal Services Expense	01-02-08-0573	4,154	4,184	4,237	4,322	4,409	4,497	4,587
Total Police Services Expenditure		**14,662**	**8,243**	**12,136**	**12,424**	**12,734**	**13,068**	**13,429**
Net Police Services		**18,886**	**24,836**	**23,300**	**23,012**	**22,702**	**22,367**	**22,007**

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
FIRE DEPARTMENT								
Revenue								
Fire Protection - Area A Share	01-01-07-0156	52,183	26,490	43,641	36,379	35,514	36,819	35,971
Fire Protection - Village Share	01-01-07-0157	34,788	17,660	29,094	24,253	23,676	24,546	23,981
Grants - Fire Dept.	01-01-07-0140	0	0	0	0	0	0	0
Rescue Revenue	01-01-07-0158	0	0	0	0	0	0	0
Misc. for Fire Dept	01-01-07-0190	0	265	0	0	0	0	0
Transfer from Reserves		3,750	0	3,750	0	0	0	0
Total Fire Department Revenue		**90,721**	**44,416**	**76,485**	**60,631**	**59,191**	**61,364**	**59,952**
Expenditure (Shared)								
Stipends - Fire Chief/Deputy	01-02-07-0362	7,200	7,750	7,200	7,200	7,200	7,200	7,200
Grants - Volunteer Fire Dept	01-02-07-0363	3,600	3,300	3,600	3,600	3,600	3,600	3,600
WorkSafeBC	01-02-07-0375	218	171	223	227	232	236	241
Travel, Training & Education - Fire Dept	01-02-07-0380	12,000	4,397	8,000	8,000	8,000	8,000	8,000
Dues, Memberships & Subscriptions	01-02-07-0435	500	690	500	500	500	500	500
Insurance - Equipment	01-02-07-0445	1,013	1,070	1,091	1,113	1,135	1,158	1,181
Firefighters Insurance (Disability and Life)	01-02-07-0446	3,900	3,256	3,900	3,900	3,900	3,900	3,900
Insurance - Liability	01-02-07-0447	825	735	760	836	920	1,012	1,113
Insurance & License - Vehicles	01-02-07-0448	4,284	3,690	4,000	4,080	4,162	4,245	4,330
Maintenance & Repairs - Hall #2	01-02-07-0451	0	405	0	0	0	0	0
Cleaning Supplies	01-02-07-0454	94	237	250	250	250	250	250
M & R, Gas & Oil - Small Equipment	01-02-07-0470	4,000	1,420	2,500	2,500	2,500	2,500	2,500
M & R, Gas & Oil - Engine #4 (2007 model at #2 hall)	01-02-07-0471	6,900	2,311	6,000	3,400	2,500	3,400	2,500
M & R, Gas & Oil - Engine #3 (1997 model at #1 Firehall)	01-02-07-0472	4,500	1,431	3,500	3,400	2,500	3,400	2,500
M & R, Gas & Oil - Rescue #33 (1990 Rescue Truck)	01-02-07-0473	2,000	659	1,500	1,500	1,500	1,500	1,500
M & R Communications	01-02-07-0475	2,800	1,665	1,000	1,000	1,000	1,000	1,000
M & R, Gas & Oil - Rescue #22 (2015 Rescue Truck)	01-02-07-0476	1,000	192	750	1,000	1,000	1,000	1,000
Office Supplies	01-02-07-0510	250	37	250	250	250	250	250
Firefighter Supplies	01-02-07-0511	10,000	3,244	7,500	7,500	7,500	7,500	7,500
Fire Prevention	01-02-07-0513	500	0	500	500	500	500	500
Equipment - Fire Dept	01-02-07-0529	13,500	5,863	11,500	1,500	1,500	1,500	1,500
Telephone & Internet - Hall #1	01-02-07-0540	1,709	1,618	1,650	1,683	1,717	1,751	1,786
Telephone - Hall #2	01-02-07-0541	1,122	1,114	1,137	1,159	1,182	1,206	1,230
Utilities - Hall #1	01-02-07-0555	2,856	3,196	3,260	3,326	3,392	3,460	3,529
Utilities - Hall #2	01-02-07-0556	2,200	2,121	2,164	2,207	2,251	2,296	2,342
Total Fire Department Expenditure (Shared)		**86,971**	**50,572**	**72,735**	**60,631**	**59,191**	**61,364**	**59,952**
Expenditure (Village)								
Custodian	01-02-07-0353	594	250	611	624	636	649	662
Salaries - Public Works	01-02-07-0360	770	455	809	825	841	858	875
Payroll Costs: Admin & PW	01-02-07-0370	123	77	137	140	143	146	149
Fire Inspections	01-02-07-0412	3,000	0	3,000	3,000	3,000	3,000	3,000
Maintenance & Repairs - Hall #1	01-02-07-0450	5,250	501	5,250	2,250	2,250	2,250	2,250

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Village Share - Fire Department	01-02-07-0530	34,788	17,660	29,094	24,253	23,676	24,546	23,981
Insurance - Building (Hall #1)	01-02-07-0533	956	1,087	1,196	1,315	1,447	1,591	1,751
Fire Truck Insurance - Village Share	01-02-07-0573	578	551	562	573	585	596	608
Total Fire Department Expenditure (Village)		**46,060**	**20,583**	**40,659**	**32,980**	**32,578**	**33,636**	**33,276**
Total Fire Department Expenditure		**133,031**	**71,155**	**113,394**	**93,611**	**91,769**	**95,000**	**93,228**
Net Fire Department		**(42,310)**	**(26,740)**	**(36,909)**	**(32,980)**	**(32,578)**	**(33,636)**	**(33,276)**

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
EMERGENCY PLANNING								
Revenue								
Grants - Emergency Program	01-01-17-0140	152,500	35,755	165,000	2,500	2,500	2,500	2,500
Revenue - Other	01-01-17-0192	0	0	0	0	0	0	0
Total Emergency Planning Revenue		**152,500**	**35,755**	**165,000**	**2,500**	**2,500**	**2,500**	**2,500**
Expenditure								
Stipend - Municipal Emergency Program	01-02-17-0364	3,600	3,600	3,600	3,600	3,600	3,600	3,600
Travel & Education - Emergency Program	01-02-17-0380	2,000	0	2,000	2,000	2,000	2,000	2,000
Municipal Emergency Program Expenses	01-02-17-0522	2,500	1,349	2,500	2,500	2,500	2,500	2,500
Equipment - Emergency Program	01-02-17-0529	0	5,423	0	0	0	0	0
Emergency Program Projects	01-02-17-0532	150,000	27,855	162,500	0	0	0	0
Total Emergency Planning Expenditure		**158,100**	**38,227**	**170,600**	**8,100**	**8,100**	**8,100**	**8,100**
Net Emergency Planning		**(5,600)**	**(2,472)**	**(5,600)**	**(5,600)**	**(5,600)**	**(5,600)**	**(5,600)**

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
HEALTH CENTRE								
Revenue								
Revenue - Other	01-01-20-0192	0	0	0	0	0	0	0
Total Health Centre Revenue		**0**	**0**	**0**	**0**	**0**	**0**	**0**
Expenditure								
Maintenance and Repairs - Health Clinic	01-02-20-0450	0	510	550	550	550	550	550
Total Health Centre Expenditure		**0**	**510**	**550**	**550**	**550**	**550**	**550**
Net Health Centre		**-**	**(510)**	**(550)**	**(550)**	**(550)**	**(550)**	**(550)**

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
BYLAW SERVICES								
Revenue								
Ticketing Revenue	new G/L	0	0	0	0	0	0	0
Total Bylaw Services Revenue		**0**	**0**	**0**	**0**	**0**	**0**	**0**
Expenditure								
Travel and Education	01-02-21-0380	0	0	0	0	0	0	0
Misc. Supplies	01-02-21-0516	500	0	500	500	500	500	500
Total Bylaw Services Expenditure		**500**	**0**	**500**	**500**	**500**	**500**	**500**
Net Bylaw Services		**(500)**	**0**	**(500)**	**(500)**	**(500)**	**(500)**	**(500)**

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
SEWER								
Revenue								
Frontage Tax - Sewer Kelsey	01-01-11-0107	6,630	6,627	6,032	6,032	6,032	6,032	6,032
Sewer User Fees	01-01-11-0170	66,213	68,136	69,383	71,811	74,325	76,926	79,618
Sewer Connection Fees	01-01-11-0175	0	600	0	0	0	0	0
Revenue - Other	01-01-11-0192	0	0	0	0	0	0	0
Actuarial Adjustment sewer	01-01-11-0250	0	2,616	0	0	0	0	0
Transfer from Reserves		4,500	0	13,000				
Total Sewer Revenue		**77,343**	**77,978**	**88,415**	**77,844**	**80,357**	**82,958**	**85,651**
Expenditure								
Salaries - Admin	01-02-11-0350	17,509	17,505	20,789	21,205	21,629	22,061	22,503
Salaries - Public Works	01-02-11-0360	14,307	15,794	17,247	17,592	17,943	18,302	18,668
Payroll Costs: Admin & PW	01-02-11-0370	6,812	5,601	8,850	9,027	9,207	9,391	9,579
Travel & Education - Sewer	01-02-11-0380	1,500	0	1,000	1,000	1,000	1,000	1,000
Insurance - Building	01-02-11-0445	900	2,008	2,208	2,429	2,672	2,939	3,233
Insurance - Liability	01-02-11-0447	490	441	538	592	652	717	788
Maintenance & Repairs - Sewer	01-02-11-0450	5,500	5,048	5,500	5,500	5,500	5,500	5,500
COVID-19 Expenses	01-02-11-0452	0	0	13,000	0	0	0	0
Sewer Connection Costs	01-02-11-0495	0	0	0	0	0	0	0
Equipment - Sewer	01-02-11-0529	2,000	183	1,000	1,000	1,000	1,000	1,000
Contract Labour	01-02-11-0532	9,000	8,138	4,500	4,500	4,500	4,500	4,500
Sewer Lease Fees	01-02-11-0535	489	0	480	480	480	480	480
Utilities - Agitator, Lift Stations	01-02-11-0555	7,344	7,632	7,784	7,940	8,099	8,261	8,426
Sewer Principal B/L #338	01-02-11-0561	4,450	0	4,931	4,931	4,931	4,931	4,931
Sewer Interest B/L # 338	01-02-11-0571	2,180	1,945	1,101	1,101	1,101	1,101	1,101
Total Sewer Expenditure		**72,481**	**64,295**	**88,929**	**77,297**	**78,714**	**80,184**	**81,710**
Net Sewer		**4,862**	**13,684**	**(513)**	**547**	**1,643**	**2,774**	**3,941**
Transfer to Sewer Surplus/Reserves	01-02-11-0615	4,862	13,684	(513)	547	1,643	2,774	3,941
Amortization expense	01-02-11-0574	36,799	36,799	36,799	36,799	36,799	36,799	36,799

Sewer User Rate Increase for 2021 FP		3.5%		3.5%		3.5%		3.5%		3.5%		3.5%
User fee per household/unit		$ 274.74		$ 284.36	$	294.31	$	304.61	$	315.27	$	326.30
$$ Increase Y/Y		$ 9.29		$ 9.62	$	9.95	$	10.30	$	10.66	$	11.03
# of units per property tax report	244											

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
WATER								
Revenue								
Frontage Tax - Water Kelsey	01-01-12-0107	2,280	2,280	2,075	2,075	2,075	2,075	2,075
Government Grants	01-01-12-0140	0	5,853	0	0	0	0	0
Water User Fees	01-01-12-0170	120,403	120,757	131,279	140,468	150,301	160,822	172,080
Water Connection Fees	01-01-12-0175	0	1,400	0	0	0	0	0
Revenue - Other	01-01-12-0192	0	0	0	0	0	0	0
Actuarial adjustment	01-01-12-0250	0	900	0	0	0	0	0
Total Water Revenue		**122,683**	**131,189**	**133,354**	**142,544**	**152,377**	**162,898**	**174,155**
Expenditure								
Salaries - Admin	01-02-12-0350	17,509	17,505	20,789	21,205	21,629	22,061	22,503
Salaries - Public Works	01-02-12-0360	24,780	26,796	28,745	29,319	29,906	30,504	31,114
Payroll Costs: Admin & PW	01-02-12-0370	9,000	7,865	11,259	11,484	11,714	11,948	12,187
Travel & Education	01-02-12-0380	5,000	0	1,500	1,500	1,500	1,500	1,500
Insurance - Building	01-02-12-0445	6,831	5,513	5,623	6,185	6,804	7,484	8,233
Insurance - Liability	01-02-12-0447	572	515	525	578	636	699	769
Maintenance & Repairs - Water	01-02-12-0450	15,000	714	12,500	12,500	12,500	12,500	12,500
Maintenance & Repairs - Plant	01-02-12-0452	3,500	4,224	5,000	5,000	5,000	5,000	5,000
Chemicals - Water	01-02-12-0515	18,000	27,082	28,000	28,560	29,131	29,714	30,308
Equipment - Water	01-02-12-0529	2,500	1,908	2,500	2,500	2,500	2,500	2,500
Contract Labour	01-02-12-0532	3,500	0	2,500	2,500	2,500	2,500	2,500
Water Lease Fees	01-02-12-0535	602	384	614	626	639	651	664
Telephone & Internet	01-02-12-0540	1,000	317	500	510	520	531	541
Utilities	01-02-12-0555	8,500	11,061	9,000	9,180	9,364	9,551	9,742
Water Principal B/L #337	01-02-12-0561	1,530	0	1,697	1,697	1,697	1,697	1,697
Water Interest B/L #337	01-02-12-0571	750	670	379	379	379	379	379
Total Water Expenditures		**118,574**	**104,552**	**131,130**	**133,723**	**136,417**	**139,219**	**142,137**
Net Water		**4,109**	**26,638**	**2,224**	**8,820**	**15,959**	**23,678**	**32,018**
Transfer to (from) Water Surplus/Reserves	01-02-12-0615	4,109	26,638	2,224	8,820	15,959	23,678	32,018
Amortization expense	01-02-12-0574	22,379	89,170	89,170	89,170	89,170	89,170	89,170

Water User Rate Increase for 2021 FP	10.0%	10.0%	7.0%	7.0%	7.0%	7.0%
User fee per household/unit	$ 353.09	$ 388.40	$ 415.59	$ 444.68	$ 475.81	$ 509.11
$$ Increase Y/Y	$ 32.10	$ 35.31	$ 27.19	$ 29.09	$ 31.13	$ 33.31

# of units per property tax report	338

Description	Account Codes	2020 Budget	2020 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
SOLID WASTE								
Revenue								
Solid Waste Collection	01-01-14-0170	35,497	36,613	37,982	39,881	41,875	43,968	46,167
Recycling Revenue	01-01-14-0190	500	0	500	500	500	500	500
Revenue - Other	01-01-14-0192	3,410	3,404	3,410	3,410	3,410	3,410	3,410
Total Solid Waste Revenue		**39,407**	**40,017**	**41,892**	**43,791**	**45,785**	**47,878**	**50,077**
Expenditure								
Contract Labour	01-02-14-0532	4,500	1,700	4,500	4,500	4,500	4,500	4,500
Waste Disposal & Tipping Fees	01-02-14-0536	36,000	38,286	38,500	38,500	38,500	39,270	40,055
Total Solid Waste Expenditure		**40,500**	**39,986**	**43,000**	**43,000**	**43,000**	**43,770**	**44,555**
Net Solid Waste		**(1,093)**	**31**	**(1,108)**	**791**	**2,785**	**4,108**	**5,521**

Solid Waste User Rate Increase for 2021 FP	5.00%	7.0%	5.0%	5.0%	5.0%	5.0%	
User fee per household/unit	$ 223.25	$ 238.88	$ 250.82	$ 263.36	$ 276.53	$ 290.36	
$$ Increase Y/Y	$ 10.63	$ 15.63	$ 11.94	$ 12.54	$ 13.17	$ 13.83	

# of units per property tax report 159

STAFF REPORT

For: Mayor and Council
Prepared by: Ann MacDonald, CAO
Subject: **Proposed Revisions to Bylaw 416, 2015 Council Procedure Bylaw (Bylaw 471)**
Meeting date: March 2, 2021

BACKGROUND

Section 124 of the *Community Charter* states that Council must, by bylaw, establish the general procedures to be followed by Council in conducting their business. The Village of Sayward has adopted Bylaw 416, Council Procedure Bylaw to comply with this requirement. The Council Procedure Bylaw is intended to ensure that the Village of Sayward conducts its business in such as way as to meet the required principle and standard of open, accountable, and accessible government. Any amendments to the bylaw must be done by bylaw also; hence, Bylaw No. 471 is being introduced tonight in order to carry out the amendments to Bylaw No. 416.

Providing for public input has been challenging during the COVID-19 pandemic and the subsequent Public Health Orders that have restricted public gatherings, including public council meetings and allowing the public to attend these meetings in person.

The Ministry has responded with a series of Ministerial Orders and legislation to allow Councils to meet set out the legal standard during this time. Ministerial Order 192 was the original legal framework that allowed local governments to continue their work while disallowing public attendance. This was recently replaced with the *COVID Related Measures Act.*

At its February 4th, 2021 meeting, Council directed staff to return to Council with proposed revisions to Bylaw 416 in order to clarify how public input and correspondence will be received by Council.

At that meeting, Council passed the following resolution:

MOTION R21/41
MOVED AND SECONDED

THAT the letter be received; and

THAT Staff return to Council in March with proposed revisions to the procedure bylaw known as Council Procedure Bylaw No. 416, 2015 to provide for public input.

CARRIED