VILLAGE OF SAYWARD
COUNCIL MEETING AGENDA
March 5, 2019 – 7:00 PM
KELSEY CENTRE GYMNASIUM

1. **Called 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. **Approval of Agenda.**
   Recommended Resolution:
   THAT the agenda for the Regular Meeting of Council for March 5, 2019 be approved.

4. **Minutes of Previous Meetings**

   Recommended Resolution:
   THAT the minutes from the Regular Meeting of Council held on February 19, 2019 be adopted.

5. **Petitions and Delegations - None**

6. **Correspondence**
   Recommended Resolution:
   THAT the following correspondence be received,
   a) Asset Management BC - Information

7. **Council Reports – None**

8. **Committee Member Reports – None**

9. **Mayor's Report - None**

10. **Old Business**

    a) Kelsey Bay DLS and the concerns around noise – Letter from Western Forest Products

    Recommended Resolution,
    THAT the letter from Western Forest Products in response to citizen concerns over excessive after-hours noise being emitted from the log sort property be received for information and discussion.

11. Staff Reports

a) Sayward Road Watermain Extension – Report by CAO

Recommended Resolution,

THAT the report titled "Sayward Road Watermain Extension" be received for information and discussion.

b) Strategic Plan and Projects update – Report by CAO

Recommended Resolution,

THAT the Strategic Plan and Projects Update Report for March 2019 prepared by the CAO be received for information and discussion.

12. Bylaws

a) Fees and Charges Bylaw No. 445, 2019

Recommended Resolution,

THAT third reading of Fees and Charges Bylaw No. 445, 2019, be rescinded to permit an amendment to the Schedules of the Bylaw.

Recommended Resolution,

THAT Fees and Charges Bylaw No. 445, 2019, as amended be given third reading.

b) Business Licence Bylaw No. 444, 2019

Recommended Resolution,

THAT Business Bylaw No. 444 be given first, second and third reading.

13. Financial

a) Statement of Revenue and Expenditures Report for the month ending February 28, 2019.

Recommended Resolution:

THAT the Statement of Revenue and Expenditures for the month ending February 28, 2019, be received for information.

b) Accounts Payable Cheque Register Report for the month ending February 28, 2019.

Recommended Resolution:

THAT the Accounts Payable Cheque Register Reports for the month ending February 28, 2019, be received for information.

14. New Business - None

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."

16. In-Camera

Prepare to go In-Camera

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)(e) of the *Community Charter* to discuss the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality;

17. Rise

18. Adjournment

Recommended Resolution:

THAT the Regular Meeting of Council for March 5, 2019, be adjourned.

VILLAGE OF SAYWARD
MINUTES
REGULAR COUNCIL MEETING
February 19, 2019 – 7:00 PM
KELSEY CENTRE GYMNASIUM

Present: Mayor John MacDonald
Councillor Joyce Ellis
Councillor Norm Kirschner
Councillor Bill Ives
Councillor Wes Cragg

In Attendance: Paul Carver, Chief Administrative Officer
Lisa Clark, Chief Financial Officer

1. **Call to Order**
   Meeting was called to order at 7:00 PM
2. **Public Input (maximum 30 minutes) – None**
3. **Approval of Agenda**

   MOTION R19/32
   MOVED AND SECONDED

   THAT the agenda for the Regular Meeting of Council for February 19, 2019 be adopted.

   CARRIED
4. **Minutes of Previous Meetings**

   MOTION R19/33
   MOVED AND SECONDED

   The minutes from the Regular Meeting of Council held on February 5, 2019 be adopted as amended.

   CARRIED
5. **Petitions and Delegations - None**
6. **Correspondence**

   MOTION R19/34
   MOVED AND SECONDED

   THAT the following correspondence be received,

   a) Protection of Groundwater – Email from Bruce Gibbons, Merville Water Guardians.

b) Strathcona Regional District – January Steering Committee Meeting Minutes and Events to Come.

c) Cultural Safety Training Blanket Exercise – Nuka de Jocas, Sayward Community Capacity Coordinator

CARRIED

7. **Council Reports - None**
8. **Committee Member Reports – None**
9. **Mayor's Report – None**
10. **Old Business - None**
11. **Staff Reports**

a) **MOTION R19/35**
MOVED AND SECONDED

THAT the Strategic Plan 2019 be received.

CARRIED

b) **MOTION R19/36**
MOVED AND SECONDED

THAT the Recreation Budget and Comparisons be received.

CARRIED

12. **Bylaws**

a) **MOTION R19/37**
MOVED AND SECONDED

THAT Fees and Charges Bylaw No. 445, 2019 be given first and second reading.

CARRIED

MOTION R19/38
MOVED AND SECONDED

THAT Fees and Charges Bylaw No. 445, 2019 be given third reading.

CARRIED **OPPOSED** Councillor Cragg

13. **Financial – None**
14. **New Business - None**
15. **Public Question Period (maximum of 15 minutes)**

Mark Baker	Business licenses- Shouldn't vendors outside of municipality pay more?	CAO – Will look into.
Mark Baker	Permits required to repair damaged homes (ie; fences blown down during	CAO – Permits not required to build fence. Plumbing work in homes, yes. If item not structural, then no permit needed.

	windstorm? What about reno's?	
Ted Ellis	Building permit clarification; If costs are going up, does this mean the building inspector is inspecting things and the increased costs are covering these costs? Even though he is not inspecting things? I have a deck and took out building permit and inspector never came to inspect it.	CAO – Yes, increased costs are to cover building inspector fees. No sure why your deck wasn't inspected. This may have been an oversight.

16. **In-Camera – 8:30 PM**

    MOTION R19/39
    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 or other employee relations.

    CARRIED

17. **Reconvene – 9:13 PM**

18. **Rise**

19. **Adjournment**

    MOTION R19/40
    MOVED AND SECONDED

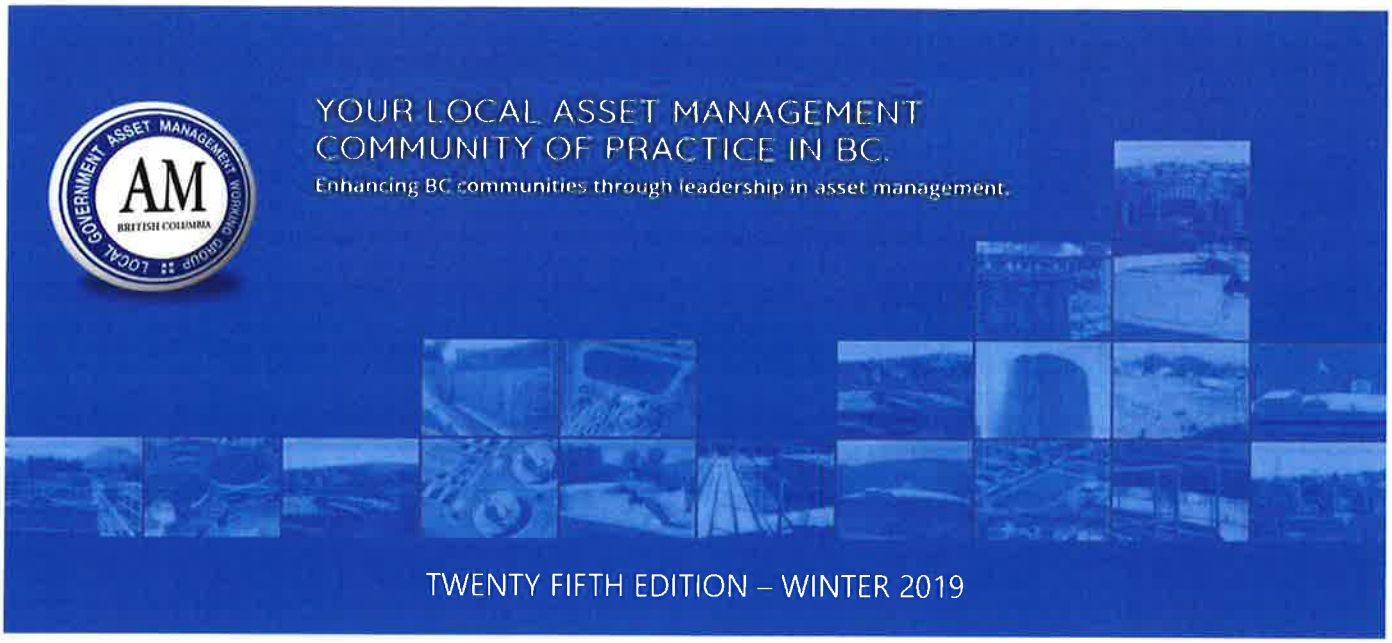
    That the Regular Council Meeting of February 19, 2019 be adjourned.

    CARRIED

    The meeting was adjourned at 9:14 PM.

Mayor John MacDonald

Chief Administrative Officer



Congratulations, you have been elected, now what?

Christina Benty, prior Mayor of the Town of Golden, Strategic Leadership Solutions



In the last newsletter we established a collective understanding of the purpose of local government to deliver services that provide a foundation for the health, well-being, and economic prosperity of our communities. Dependable services such as water, sewer, transportation networks, attractive public spaces, fire halls, recycling and garbage pickup, and recreation amenities exist to provide basic necessities of life, which we rely on every day. Even though it may seldom enter our stream of consciousness, I am sure you are as much an unbeknownst fan of water and sewer as I am. So, with the election behind us, why does it matter that elected officials focus on these fundamental services? What is it that local government does best and should focus on?

Imagine asking your doctor to cut your hair. Or your accountant to clean your teeth. Surely, they would refuse since that is not where their skill, training, and responsibility lies—and we would not assume it. Why is it that local governments are asked to tackle a broad range of problems far beyond their scope and expertise? Poverty reduction, housing, food security, childcare, and school closures are all critical social issues, and important community concerns but tend to highly distract from the real work of local government. If resources were unlimited, there would be no problem. However, with ageing water and sewer pipes, deteriorating roads, and depreciating buildings, it begs the question: What is the risk of local government squandering its limited resources outside its mandate? What will the future look like if we continue along this trajectory?

Over the last several decades, there has been growing concern about the financial sustainability of publicly-owned infrastructure. The long-time practice of short-term decisions about investment, maintenance, and

Articles in this Edition:

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- UBCM Awards Program for Asset Management
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- Need to Accelerate AM Implementation
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renewal are not sustainable long-term. We know that much of Canada's municipal infrastructure is past its service life and we are now facing the cost of delaying infrastructure repairs, rehabilitation, or renewal. Local governments are just grasping the financial implications of replacing their aging infrastructure.

Leadership is about knowing what you are responsible for. Now is the time for elected leaders to be willing to accept their stewardship responsibility as custodians of the future. This may mean saying no to that legacy project or that new service you promised during the election. It also means telling the truth about the state of your infrastructure and what investments are going to be needed over the next decade. It is always easier to forget about the invisible pipes under the ground and to focus on the visible challenges plaguing our communities, because water and sewer 'ain't sexy 'til it ain't working'. Decision-making should not be driven by a desire to get re-elected in 4 years or to avoid public backlash, but by a commitment to make the right and difficult decisions to ensure the long-term sustainability of your local government services for the entire community.

The late Steve Jobs said: "What you say no to is just as important as what you say yes to." The province does not fix potholes on municipal roads, but they are responsible for housing, healthcare, and education. The federal government does not operate pools, but they are responsible for industry regulations and national defense. The community is well-served when their elected officials focus on what they're elected to do, not distracted by what other levels of government are doing.

UBCM Awards Program for Asset Management

The Community Excellence Awards recognize and celebrate UBCM members that exhibit excellence in meeting the purposes of local government and demonstrate successful pathways for others to follow. This week we highlight the "Asset Management" category and profile the City of Coquitlam (Winner) and the City of Grand Forks (Honourable Mention).

The Excellence in Asset Management category acknowledges UBCM members that develop comprehensive systems of asset management policies and practices that meet and/or exceed accepted established best practices, such as the International Infrastructure Management Manual (IIMM), ISO 55000 series, or Asset Management for Sustainable Service Delivery: A BC Framework.

Winner - City of Coquitlam - Asset Management Funding Framework.



The City of Coquitlam integrated various policies and programs into an overarching framework. Coquitlam's project allows for more integrated and informed investment in the City's infrastructure and capital assets, which are vital to the health, safety, and quality of life of its residents.

By centralizing leadership of all asset types under one department (Finance & Technology), the framework ensures a consistent and holistic approach to asset management that limits duplication and administrative burden while providing decision makers with a balanced picture of asset funding needs.

The framework is informed by continually improving asset information systems and optimization software. Their inventory and valuation system is also Public Sector Accounting Board (PSAB) 3150 Tangible Assets Accounting Regulation compliant. This allows for enhanced and informed decision-making capability around timing and cost of asset replacement.

Boasting a 95% taxpayer satisfaction rate and 86% value-for-taxes rating when it comes to service delivery (both above provincial and regional averages), the success of Coquitlam's asset management program is demonstrated by the City's track record of sound financial stewardship and taxpayer confidence.

Through internal collaboration and partnership, as well as enshrined asset management practices in the City's financial policies, Coquitlam has developed a comprehensive process capable of limiting yearly budgetary fluctuations and ensuring quality service delivery for years to come.

Access to project details.
www.assetmanagementbc.ca/resources/#toggle-id-12

Honourable Mention - City of Grand Forks - Service Sustainability Assessment Tool.



The City of Grand Forks received an Honourable Mention for its use of the Service Sustainability Assessment Tool (SSAT). The SSAT is an innovative tool built in Excel to help local governments identify services that may become unsustainable, develop plans to improve service sustainability, and effectively communicate these findings to decision makers and the public.

It assesses service sustainability in eight core service areas: wastewater, water, drainage and flood protection, transportation, fire protection, parks and recreation, solid waste, and civic facilities.

While tools exist for assessing the overall sustainability of a community, these often leave gaps related to service sustainability. And those that do assess service sustainability can be costly and time consuming to fill. The SSAT takes an average of 15 minutes per service assessment –saving time and resources that can be dedicated to other community needs.

The project's most significant achievement is making an exceedingly complex topic both accessible and communicable. The SSAT produces a final report that is comprehensible and engaging and promotes open dialogue between local governments and community stakeholders.

The SSAT was tested and refined in partnership with the City of Rossland, Village of Salmo, and Districts of Clearwater, Squamish, and Central Saanich. It is designed to reflect common local government services while allowing for substantial personalization to fit the interests of diverse communities.

The SSAT, City of Grand Forks and developing partner Urban Systems Ltd. also received the Award of Merit in the soft engineering category from the Association of Consulting Engineering Companies (ACEC-BC) during the 2018 Awards for Engineering Excellence Gala. The tool will now be part of a travelling exhibit that showcases winners of the award in more than 15 venues across BC.

Service Sustainability Assessment Tool (SSAT)
https://www.assetmanagementbc.ca/resources/#toggle-id-12

Annual Report for FCM's Municipal Asset Management Released.

Michael Burt, Acting Director, MAMP

FCM's Municipal Asset Management Program (MAMP) helps cities and communities in British Columbia and across Canada, adopt strong asset management practices. Read our 2017–2018 annual progress report to learn about our program and discover the **six asset management resources** we've published in the past year.

In that report you'll also learn how MAMP is:

- enabling communities to enhance their skills in asset management through funding and training; and
- increasing local knowledge and know-how through the creation of a strong network of municipalities, sector experts, and partner organizations across the country.

The Annual report: "Municipal Asset Management Program 2017–2018 Providing tools to help municipalities optimize local asset management practices".

Access the full report on the FCM website under resources
www.fcm.ca/en/resources/mamp/annual-report-municipal-asset-management-program-2017-2018

InfraGuide is Back!

Thanks to FCM and the MAM program, InfraGuide is back.

InfraGuide: National guide to sustainable municipal infrastructure is a collection of technical best practices and principles to help inform municipal staff and decision-makers in infrastructure management. There are 54 best management practices (BMP's) in Asset management (8), Potable water (10), Municipal roads and sidewalks (9), Stormwater and wastewater (13), Environmental protocols (6), Transit (2) and Multidiscipline (6).

These are routinely used by many agencies across Canada and in our universities and colleges as training tools.

A format change was needed to accommodate newer technologies and make these available to all.

You can access copies of all BMP's on the FCM website.
www.fcm.ca/en/resources/infraguide-national-guide-sustainable-municipal-infrastructure

Kelowna uses the BC Framework for Asset Management Framework, Strategy, and Policy Development.

Joel Shaw, P. Eng., Infrastructure Engineering Manager, City of Kelowna



Kelowna is a community of 130,000 that provides typical municipal services – water, wastewater, storm drainage, transportation, transit, solid waste, parks and buildings and facilities. Kelowna's corporate asset management journey started in 2012. Prior to that time, the City's asset management was being carried out within asset "silos" and the cross-department integration was not great. This presented a number of challenges and inefficiencies as departments vied for limited funding at budget time and there was lost opportunity to improve service delivery.

Since 2012, the City has made significant progress advancing their asset management program. Key initiatives include development of asset management plans (AMPs), integrating AMPs into long-term financial plans and implementing an enterprise asset management system.

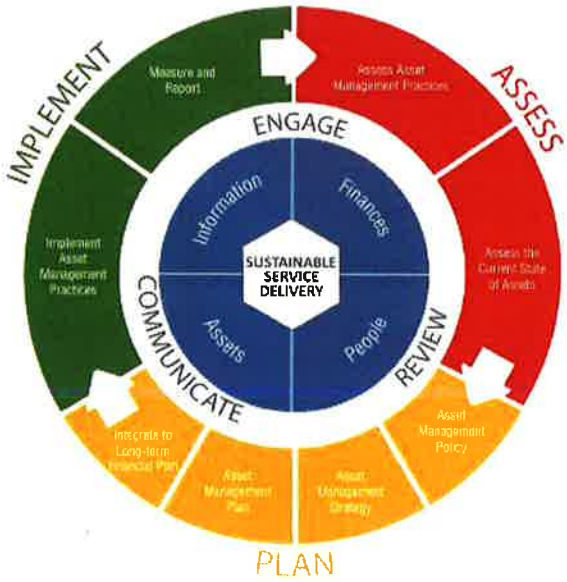
In 2018, the City recognized that the asset management strategy and policy needed updating to set clear direction for the asset management program moving forward. The City applied for and received a grant from Federation of Canadian Municipalities (FCM) Municipal Asset Management Program (MAMP) for Policy and Strategy/Framework Development.

After completing and exhaustive review of industry best practice, the City decided to use the Asset Management for Sustainable Service Delivery: A BC Framework as a guide to update the City's Asset Management Framework, Strategy, and Policy.

The BC Framework establishes a high-level, systematic approach that supports local governments in moving toward service, asset, and financial sustainability through an asset management process.

The Framework addresses:

- Why asset management is necessary;
- What asset management is; and
- How it can be implemented.



The BC Framework recognizes there are many components within the asset management process and provides a circular, continuous pathway to link all components of the process together. Further, the BC Framework reflects current best practices and aligns with, and is supported by, internationally accepted best practices such as the International Infrastructure Management Manual (IIMM) and the ISO 55001 Standard for Asset Management.

The City's Framework and Strategy aligns with the BC Framework but is tailored to ensure it reflects the needs of Kelowna. The City's Strategy for future asset management projects and initiatives advances the City's Asset Management Program and leads to the core objective of sustainable service delivery.

The City's Asset Management Policy was also updated so that it was consistent and provided direction to the Framework and Strategy. AM Policy key principles – Assess, Plan, Implement, Measure, and Report – align with those in the City's Framework and Strategy and future projects and initiatives aimed at advancing the City's asset management program are in step with the Policy.

The City's Policy, Framework, and Strategy were adopted in 2018 and the City remains on the continuous pathway to asset management nirvana.

By using the BC Framework, communities take advantage of well-established asset management principles, best practices and standards that guide asset management program development. There is no need to 'reinvent the wheel' when developing your communities AM Framework.

Your Municipality is unique, and so is your Asset Management journey

Rick Danyluk, Manager Financial Planning, District of North Vancouver



One of the primary Purposes of a Municipality

Providing stewardship of community public assets is one of the primary purposes of any municipality (Section 7 of the Community Charter). How your municipality addresses this stewardship responsibility will depend on many factors and local conditions that make your situation unique.

Local Conditions

The District of North Vancouver (DNV) is a mountainside community within Metro Vancouver with rivers and creeks running through it which aims to preserve and enhance public lands and the ecological health of our natural systems including our urban forest. Like most municipalities we need to address our aging infrastructure. We also need to consider the impacts from climate change, including, in our case, sea level rise, and natural hazards like wildfires, earthquakes, landslides and storm water "debris flows". Our Official Community Plan (OCP) considers these unique local conditions and includes policy statements that require new amenities and infrastructure to realize our community vision.

It takes a Team

Bringing all these considerations together and reflecting them in our Asset Management Plans requires a clear asset management strategy and policy supported by Council, senior management, and a strong asset management team. Our team includes staff from community planning, engineering, finance and technology and has developed a suite of Asset Management Plans that enable us to actively manage our stewardship responsibility. These plans are supported by asset levels of service, risk profiles, conditions, and cost assumptions which are captured in supporting asset registers.

A Strategic Framework

From a sustainable service delivery perspective this is but one part of a strategic framework that brings organizational alignment to asset stewardship and balance between our levels of service, the assets that support those services, and both the human and financial resources required to sustain services.

Financial Resiliency

Since 2005, the DNV has been building financial resiliency into the funding of its asset management plans through a stable annual tax rate increase of "inflation + 1% for renewal of existing assets". We see this continuing each year for the foreseeable future. As we improve our financial resiliency and implement our asset renewal plans, we believe we are on the right path to achieve sustainable service delivery.

Since the adoption of our OCP in 2011, DNV has also been moving forward with a more integrated planning approach including community growth and identified new capital and risks. We now maintain a rolling ten-year plan and assess any gaps in our asset management framework in Q1 of each year. This year our asset management team will be updating our self assessments using Asset Smart 2.0, completing an update of the NAMS Maturity Assessment Model, and identifying any new training the team requires to move forward with this year's improvement plan.

Key elements of the integrated planning framework	
1. Base plan	• Service inventory including current service levels
2. Improvement plans	• Official community plan and key strategic plans • Asset management plans including a strategy, policy, asset service levels, risk profiles, conditions, and cost assumptions • Long term financial plan including a policy framework to develop strategies to close any funding gaps and make the plans affordable
3. Long-term integrated plan (10 years)	• Capital improvement plan including renewal projects required to maintain asset service levels and upgrade and expansion projects that support community growth or service level improvements (business case)
4. Near-term integrated plan (4 years)	• Capital plan optimization including improving project information through studies and design, bundling projects to realize efficiencies and reduce community impacts, and monitoring grant opportunities to reduce costs • Program and service adjustments including changes in demand, cost recovery, service delivery and mandate
5. Implementation and monitoring	• Metrics including funding levels (operating surplus ratio), DNV's ability to implement the plan (asset sustainability ratio) and asset performance (condition ratings) • Rolling ten year plan including ongoing improvements to the planning process and updates for new information

The Need to Accelerate Asset Management Implementation

Kim Fowler, MCIP, RPP



Asset Management BC was established over 10 years ago as a professional interdisciplinary working group to further asset management in local government. AM BC created policies, road maps and frameworks that have been used across Canada to assist local governments improve their asset management practice. Provincial governments have used several approaches to 'entice' more local governments to further this work. Ontario has regulated some aspects of asset management for its local governments, but the uptake does not appear to be any faster or better than BC's softer approach of requiring asset management practice as a condition of infrastructure grants. The federal government has also recently required evidence of asset management planning as a condition of its grants.

Different approaches, however, have not hastened the cultural change in local government needed to keep up with increasing risk from mounting replacement or maintenance gaps, demands for increased levels of service or climate change (i.e. increased flooding, forest fires and sea level rise). Underwriters for insurance companies have been seeing these changes for decades. Many residents of Vancouver Island spent 2-10 days this past December without power after the worst wind storm in the history of BC Hydro. This was shortly after we had been told to reduce natural gas usage due to an explosion of an Enbridge main supply line. February followed with record snowfalls and persistent low temperatures, so the camelias and daffodils have been frozen for weeks! Collectively over time, these events are increasing risk and cost.

Asset management is the lifeline to maintaining many essential community services through reduced risk and cost. Potable water, stormwater management, sanitary sewers, and police and fire protection services provided by local governments are not optional, so neither should their management. Local governments governing without properly managing their assets put those essential services at risk. Improved asset management can be done in stages, resulting in cost savings and reduced service disruptions. Starting now makes those stages more incremental.

Community members assume and expect their local government to fully manage their road, sewer, water and building assets. Asset management information enables more informed choices through comparing levels of service for existing and new services together. Better information can be provided through improved reporting. Reporting on infrastructure maintenance and replacement gaps would provide local governments and their communities with a more accurate financial picture and the actual costs of services.

The standards for financial planning and accountability are contained in Part 6, Division 1 of the Community Charter. Subsection 6(b) requires reporting on the proposed capital expenditures for the next 5 years. Amending this section to include capital expenditures required for maintenance and replacement of capital assets would reveal any gaps that need to be addressed over the next 30-50 years. Local governments with asset management plans will have calculated their useful life and replacement rates required to estimate the asset gaps. Those local governments that have yet to undertake these assessments will need the provincial government to provide standard rates for major asset classes. While this will affect accuracy, the first step of reporting will be accomplished. Failure to provide this information would result in audit failure and no Gas Tax transfer. Improved reporting would also provide a stronger business case to provincial and federal governments to increase funding for these essential services.

How can local government councils and boards make infrastructure and service decisions without this information? While it may be more politically popular to build new infrastructure, like bike lanes or arenas, local governments are limited by legislation on their borrowing, and property taxes remains the principal source of revenue. With these two bookends, community members should be given information on the choices being made on their behalf, so they are aware of the consequences or opportunity cost. Should that new pool be built, or the road maintenance gap be funded? Or perhaps infrastructure reserve funding should be increased to cover the sanitary sewer replacement gap? Most community members are unaware of these significant gaps in asset maintenance and replacement, and the responsibility to inform them rests with their local government.

PARKSVILLE 2019 SYMPOSIUM: Make Where We Live Better through Restorative Development.

Kim Stephens, M.Eng., P.Eng, Executive Director, Partnership for Water Sustainability in BC, In collaboration with Paul Chapman, Executive Director, Nanaimo & Area Land Trust; Peter Law, President, Mid Vancouver Island Habitat Enhancement Society; and John Finnie, Chair, Parksville 2019 Symposium Organizing Committee.

Join delegates from the east coast of Vancouver Island and beyond and attend a 'watershed moment' in Parksville. At the **Parksville 2019 Symposium**, you will learn why and how local government partnerships with stewardship groups can be transformational and 'make where we live better' to respond better to a changing climate.

Parksville 2019 is a collaborative effort of the Partnership for Water Sustainability in BC, Nanaimo & Area Land Trust, and Mid Vancouver Island Habitat Enhancement Society. We have joined forces to host a field day on April 2, followed by a 2-day symposium on **Water Stewardship in a Changing Climate** on April 3rd and 4th. The daily symposium themes are *Sustainable Stream Restoration* and *Restorative Land Development*, respectively.

TO LEARN MORE AND REGISTER, VISIT
https://www.civicinfo.bc.ca/event/2019/Parksville-Water-Stewardship-Symposium

Context for Local Government Action

The 'worth' of a creekshed (i.e. small watershed) is defined in terms of a *package of ecological services* made possible by the hydrology. More specifically, hydrology means the three pathways by which rain reaches the stream and ecological services refers to the benefits that streams provide to us. This includes flood and erosion regulation, nutrient cycling, habitat, groundwater recharge, etc. The way we have historically developed, and drained land has disconnected hydrology from ecology.

The consequences of this disconnect are more erosion and flooding, loss of baseflow and aquatic habitat, and an unfunded infrastructure liability for stream stabilization. Communities have for the most part failed to properly address root causes of 'changes of hydrology', as well as subsequent impacts of those changes on natural creekshed function.

The bottom-line is that decades of in-stream enhancement work will not be enduring if hydrological function is not restored.

Thus, a goal of restorative land development would be to restore the integrity of the natural water balance. If this work is done right, it should be possible to: first, halt ecosystem decline; and after that, bend the trend-line in an upwards direction.

At Parksville 2019, delegates will learn how communities can apply science-based understanding to increase their ***restorative footprint*** and at the same time decrease their ***destructive footprint.*** Delegates will also learn about local government initiatives that are 'getting it right' and are moving along pathways that lead to restorative land development. Follow these leaders!

Reconnect Hydrology and Ecology

We experience climate change primarily though water – intense rainfall, floods, droughts and so on. The major driver of economic growth in the twenty-first century will be responding to climate change, redeveloping our nations, revitalizing our cities and towns, and rehabilitating and expanding our ecosystems. This is not some wistful vision of the future: it's already happening.

"Restoration comprises the largest new economic growth cycle since the beginning of the industrial revolution. Development has arrived at the ends of the Earth. Progress has nowhere to turn, except to revisit and restore what we've already wrought," states Storm Cunningham, author and global thought leader. He is one of three prominent headline speakers from the United States who are part of the Parksville 2019 presentation team. Storm Cunningham, Dr. Chris May and Dave Derrick connect us with a larger body of experience.

The working definition for restorative development, as crafted by Storm Cunningham, follows:

> *"A mode of economic activity that returns property, structures, or objects to an earlier condition, transforms them into a healthier and/or more functional condition, or replaces an unsalvageable structure without consuming more land."*

Guided by a whole-system, water balance approach, restorative land development would reconnect hydrology and ecology, and this would: reduce stream erosion, flooding and the associated infrastructure liability; increase the dry weather baseflow in streams; and stem the loss of aquatic habitat and fish. Connecting dots, then, a key message is that ***restorative land development results in sustainable stream restoration.***

How will communities 'get it right' as land develops and redevelops?

The Parksville 2019 Symposium is a milestone event on a multi-year 'convening for action' journey that commenced in 2004 with release of the Water Sustainability Action Plan. Parksville 2019 builds on the *2018 Vancouver Island Symposium on Water Stewardship in a Changing Climate*, held in the City of Nanaimo.

Nanaimo 2018 was a 'call to action'. The theme? Build on the good outcomes that flow from local government and stewardship sector collaboration! Nanaimo 2018 introduced a vision for 'restorative land development' that would re-establish creekshed function. And it energized the audience with this challenge*: How will communities 'get it right' through collaboration as land develops and redevelops?*

A decade of effort on Vancouver Island, by partnerships of local governments and community stewards, is demonstrating success on the ground where it matters. They are on a pathway to reconnect hydrology and ecology. Parksville 2019 will celebrate success stories that are characterized by three attributes: ***commitment, collaboration and the 'hard work of hope'***.

The Bowker Creek and Brooklyn Creek restoration stories are provincially significant precedents. Each has a long history. Each demonstrates how local government partnerships with stewardship groups can be transformational and 'make where we live better'. These precedents represent a range of situations: Bowker in the urban heart of the Capital Region; Brooklyn in the suburban Comox Valley.

A takeaway for Parksville 2019 is that the essential ingredients for restorative development encompass: vision, strategy to deliver the vision, and commitment to implement an ongoing program. Vancouver Island success stories are beacons of hope. They demonstrate how a ***good strategy*** is the path to success.

AM BC holds successful Conference

The 3rd annual **Asset Management BC** conference was held in September 2018 at the Radisson Hotel – Vancouver Airport in Richmond with approximately 150 in attendance. Planning is already underway for the **4th annual conference to be held November 5 and 6, 2019 at the same location.**

GFOA BC held a pre-conference workshop which was well attended. Our keynote speakers, Bob Sanford on climate change and Diane Kalen -Sukra on change management offered great perspective to our audience.

There was a wide variety of presentations, including First Nations, on integrated Asset Management. Besides our panel on funding with Federation of Canadian Municipalities, Ministry of Municipal Affairs and Housing, Infrastructure Canada and Union of British Columbia Municipalities, we welcomed two special guest speakers from outside of BC, Leanne Brannigan from the Region of Peel in Ontario and Duane Nicol, Chief Administrative Officer from the City of Selkirk in Manitoba.

Leanne Brannigan, presented *Asset Management: Enabling Council Conversations – How to Integrate Technical and Financial Information for Council* which focused on the approach of presenting information to Council as part of their overall strategy. The Asset Management Plan and Long-Term Financial Plan are the basis for developing their strategy. Duane Nicol, presented *Managing the Critical 'Soft' Assets* an overview of a complete asset management program with the key being, as Duane calls it, 'on-boarding Council'. The presentation is on the **Asset Management BC** website along with other conference presentations under the tab, Resources.

Asset Management BC website:
www.assetmanagementbc.ca

4th ANNUAL ASSET MANAGEMENT BC CONFERENCE

MARK YOUR CALENDAR
NOVEMBER 6 AND 7, 2019 – RADISSON HOTEL AIRPORT VANCOUVER
PREFERRED HOTEL RATE OF $169.
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HOTEL TEL: 604-279-8384 E-MAIL: RESERVATIONS@RADISSONVANCOUVER.COM

Are there TWO infrastructure gaps?

We constantly talk about the backlog and the financial 'infrastructure gap' we have. This is normally expressed in financial terms other than timelines. Is there another more immediate and more solvable infrastructure gap. Well, yes there is.

Watch for the Summer Newsletter of **Asset Management BC** issued before the end of June for some answers. We intend to focus the discussion around these gaps.

CNAM Canadian Network of Asset Managers

CNAM 2019 in BC

Join us in Kelowna, BC - one of Canada's fastest growing cities - for the 13th Annual Canadian Network of Asset Managers (CNAM) Conference. No longer a side project or a buzz word, sound Asset Management practice is a requirement for public sector organizations to provide sustainable service delivery. Our communities are growing and as they do, practitioners will continue to face the financial, environmental, and societal challenges of managing growth and development while also maintaining existing infrastructure assets.

The annual conference and trade show will continue to explore these challenges through leading edge professional development, idea sharing, workshops, and fun networking opportunities with your peers and new players in government, academia, and industry.

So, **mark your calendars for May 6-9, 2019** - we will see you then in beautiful Kelowna, BC! To register for the conference, click here. Or for more information;

Check out the CNAM conference website at https://cnam.ca/upcoming-events/2019-conference/?

Keeping the Pace

Continuing our Success on the Asset Management Journey

CNAM 2019 Conference | May 6-9, 2019 | Kelowna, BC

Tips and Tactics: How to do Basic Asset-Level Risk rating

Bernadette O'Connor AM BC Newsletter Editor, Principal Consultant, Asset Management, WSP



There are many well-structured methods for evaluating a variety of types of risk. However, a common situation is that organizations just starting the process of risk assessment, do not have the asset information to support such methods. Some decide to wait until they have appropriate data, but this can leave them relatively blind to risk issues in the meantime. Another stumbling block for organizations can be the complexity of many risk evaluation methods.

The following is a very basic method that organizations struggling with either of these issues (insufficient asset data or the complexity of the evaluation) can use to obtain initial asset-level risk scores. This basic method can be replaced at a later stage, with a more sophisticated evaluation method, when the organization has sufficient credible data to support such methods.

It is very important to consider risk issues in decisions relating to public assets and services. We intuitively balance costs, risks, and benefits in our mind when making decisions on a wide range of personal matters. And we understand that for different circumstances we are willing to accept different combinations of cost, risk, and benefit.

For public assets and services, we shouldn't rely solely on intuition, nor should we delay in getting some visibility of risk added to the consideration of costs and benefits. However, the evaluation of risk even at the most basic level, must have some structure. Structure ensures repeatability and supports the usefulness of outcomes.

The general principle for basic risk evaluation is to simplify the evaluation structure. This is achieved by simplifying the risk criteria or risk indicators and the calculation process. Most will know that an asset risk score is derived from the consequence of asset failure and the likelihood it will fail.

At the most basic level;

- A simple (high, medium, low) criticality rating can be used as an indicator for **consequence** of failure, and
- The remaining life of each asset can be used as an indicator of its **likelihood** to fail.

Criticality

Criticality is a measure of the importance of each to delivering the service. If sudden failure of the asset would cause a major outage of the service, and it would take some time to restore service, then it is a highly critical asset. Conversely, if failure of the asset would have little or no impact on delivering the service, then it is a low critical asset. Criticality is a significant part of measuring consequence of failure. Therefore, in a basic level risk assessment it is reasonable to use criticality as an initial indicator for consequence. However, it is important to know that they are different. Refer to AM BC Newsletter 18 (Fall 2016) for Tips and Tactics article on the difference between Criticality and Consequence.

At the most basic level you can simply rate each asset as having a High, Medium, or Low criticality. One step up from that level is to rate criticality of the assets on a numeric 1 to 5 scale. This allows generation of a numeric risk score which can graphed to communicate risk exposure and used for prioritizing action/projects.

Criticality		Score
High	**H**	5
Medium-High	**MH**	4
Medium	**M**	3
Medium-Low	**ML**	2
Low	**L**	1

Likelihood

The expected remaining life of the asset is a reasonable first indicator for likelihood of failure. The process to obtain this requires each asset to have an install date (or an approximation for its install date), and an estimated useful life. At a basic-level, all assets of a similar type can be assigned an average useful life for that type of asset. You can populate the useful life for each asset in your inventory by matching its asset type to a reference table of average lifespans for all the different types of asset.

Having both install date and estimated lifespan recorded, you can calculate the expected remaining life of each asset and assign a likelihood of failure. At the most basic level you can simply rate each asset as having a High, Medium, or Low likelihood. One step up from that level is to rate likelihood of failure on a numeric 1 to 5 scale.

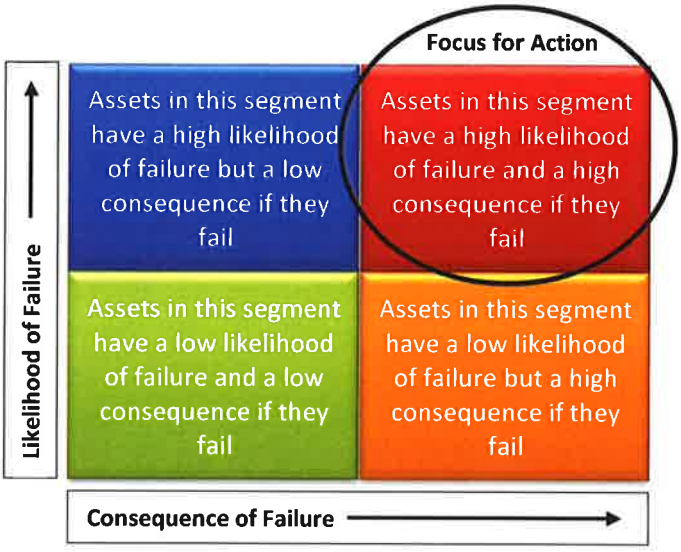
Criticality		Score
High	**1yr**	5
Medium-High	**2-3yr**	4
Medium	**4-5yr**	3
Medium-Low	**6-10yr**	2
Low	**11+yr**	1

Risk

At the most basic level if you use a 'High, Medium, Low' scale for both criticality and likelihood, you can report the risk outcome using the following table.

Criticality / Likelihood	Low	Medium	High
High	HL	HM	HH
Medium	ML	MM	MH
Low	LL	LM	LH

If you use a 1 to 5 scale for rating criticality and likelihood, then risk ratings will be the criticality score multiplied by the Likelihood score for each asset. Results can be reported in priority order according to the risk score and graphed in a number of ways to show the risk profile of the assets and risk exposure for the service.



Upcoming Events

Municipal Insurance Association of BC
April 16 – 18, 2019
8th Annual Risk Management Conference
Hyatt Regency Vancouver
Vancouver, BC
www.miabc.org



Canadian Network of Asset Managers
May 6 – 9, 2019
13th Annual Networking Conference and Workshops
Kelowna, BC
www.cnam.ca

Planning Institute of BC
May 8 – 10, 2019
BC Land Summit
Vancouver, BC
www.piabc.bc.ca

BC Water and Waste Association
May 26 – 28, 2019
47th Annual Conference and Trade Show
Conference Centre
Victoria, BC
www.bcwwa.org

Canadian Water Summit
May 26 – 31. 2019
10th Annual Canadian Water Summit
Blue Mountain Resort, Collingwood ON.
www.watercanada.net

Government Finance Officer of BC
May 29 – 31, 2019
Annual Conference and Trade Show
Fairmont Empress Victoria & Conference Centre
Victoria, BC
www.gfoabc.ca

Federation of Canadian Municipalities
May 30 - June 2, 2019
Annual Conference and Trade Show
Quebec City, QC
www.fcm.ca

Local Government Management Association
June 11-13, 2019
Conference & Annual General Meeting
The Westin Bayshore Vancouver
Vancouver, BC
www.lgma.ca

Infrastructure Asset Management Alberta
June 12, 2019
One day Workshop
Edmonton, Alberta
www.assetmanagementab.ca

Public Works Association of BC
September 15–18, 2019
Annual Conference and Trade Show
Penticton Conference Centre
Penticton BC
www.pwabc.ca

Union of British Columbia Municipalities (UBCM)
September 23 - 27, 2019
Annual Conference and Trade Show
Vancouver Convention Centre
Vancouver BC
www.ubcm.ca

Asset Management BC
November 6 -7, 2019
Annual Asset Management Conference
Radisson Vancouver Airport Hotel
Vancouver (Richmond), BC
www.assetmanagentbc.ca

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The opinions expressed in articles in this newsletter are those of the authors and do not necessarily reflect the opinions of Asset Management BC or any of its partners.

Western Forest Products Inc.
DEFINING A HIGHER STANDARD™

February 20, 2019

John MacDonald, Mayor of Sayward and
Paul R. Carver, Chief Adminstrative Officer
Village of Sayward, BC

Dear John and Paul:

Re: Kelsey Bay DLS and the concerns around noise

Thank you for the invitation and discussion at your council meeting on October 18, 2018. We were pleased to attend, hear some of the concerns from the community, and be able to share how important the Kelsey Bay Dryland sort is to Western Forest Products' (WFP) on-going operations.

We heard that for some residents of the Village, particularly those living at the end of Seaview, noise from our sporadic afternoon shift has sometimes been an issue. We also heard that some of the deck lights could be aimed in a better direction. We were pleased to hear that the Village and council remain very supportive of the forest industry in general and have a strong desire for WFP to remain in the Sayward Valley and be successful. There are many benefits of having a strong industry supporter since many well-paying jobs continue to exist as part of WFP's presence in the area. We heard that the Sayward area remains a "Great place to work and live".

For context we discussed that: WFP has been a presence in the area for a long time and founded the community as a logging camp. The community was built around the Dryland sort and its operation and is the reason Sayward exists today.

As we explained at the meeting the Kelsey Bay DLS remains a key strategic sorting area for WFP. The Kelsey Bay DLS and Mid Island operation is the largest of WFP's Timberlands. Approximately 20% of the company's sorted production flows through this facility. Our employees are key to the operation's success and we believe we are the most efficient DLS on the Coast. The limiting factor for this facility is the small booming grounds. It is critical to our operations that wood continues to flow off the deck as fast as it is hauled into the sort. There are times in the year when our

dayshift at the DLS simply cannot keep up with the production coming into the sort. During these times we are forced to run an afternoon shift in order to keep the production flowing. Without continues flow our DLS can fill up and shut down the entire woods operation, which as you might imagine is not ideal for our business or for our employees.

We have taken several steps as good neighbors to minimize the impact of our operations on the local community. In previous years we heard that the standard back up beepers on our machines were overly loud and disturbing. To address this issue we investigated and found a different type of back up beepers. Despite the extra cost we installed these new direction sound backup beepers on all our equipment at the DLS which has been working very well. We have also done our best to minimize the use of an afternoon shift all together.

From the meeting in October we heard several other suggestions from the community which we will also action:

1. The next time we have a man lift in the area to work on lights we will adjust their angle to have the least impact on the surround neighbors and ensure we light up the deck area as intended

2. We will continue to assess different alternative shift schedules (like 4x4 rather than 6x3) to minimize the afternoon shift reliance. Unfortunately a different alternate shift is not a popular move with our employees but we continue to look at different options that may exist with the USW.

3. We will adjust the volume of the outside speaker at the weigh scale platform to reduce the volume of "Inbound and Outbound Complete" as trucks weigh in and out.

4. We will look to ensure the lag time between day and afternoon shifts is minimized in order to reduce the length of the afternoon shift into the evening.

5. We don't believe a "sound wall barrier" is a feasible option for two reasons. The first of which is that this option is likely cost prohibited. The second reason is that the area of

concern for noise is coming from significant elevation above the DLS (Seaview). We don't believe there is a wall big enough to prevent the noise, which seems to be traveling upward rather than across. We would encourage residents to plant some new trees to help as sound barriers. WFP will retain the current trees along the edge of the DLS, as long as safe to do so.

Thank you for your support

Sincerely,



Jeff Ternan, RPF
Operations Manager

Mid Island Forest Operation

STAFF REPORT
Regular Meeting

Prepared by: Paul Carver, CAO/CFO
Subject: Sayward Road Watermain Extension
Meeting date: March 5, 2019

BACKGROUND

Council at the January 22, 2019 regular meeting were presented with a request from some landowners ("Proponents") on Sayward Road, south of the Village town site to be provided with municipal water. This request follows the major wind event that occurred on December 21, 2018. The subject properties are serviced with a private waterline that gets it water from a lake in the hills above those properties. During the wind event, a significant number of trees along the waterline corridor were uprooted causing extensive damage to the waterline, the damage so great that sections of the piping were ripped from the ground rendering that gravity fed system inoperable.

Following that storm and until recently, those properties were being provided temporary service via a long series of garden hoses affixed to a water sampling port near the end of our water distribution system on Sayward Road. It is my understanding that the private waterline is now back in service.

In addition to the properties that were represented at this meeting, we have since been advised that last property on the high side of the Sayward Road (last property within municipal boundaries) has indicated that they would like to be included in our investigation.

During the January 22, 2019 regular meeting of Council, the following resolution was passed:

THAT the petition signed by the residents of 795, 827 and 837 Sayward Road be received for discussion; and

THAT the Chief Administrative Officer look into options of providing municipal water to those properties and report back to Council within a month.

DISCUSSION

Our investigation from both a procedural and cost analysis perspective is complete. The following represents the results of that investigation.

Construction Cost

The cost to extend a 250 mm (10") dia. watermain 1,150 metres is estimated at $575,000 or $500/metre. A reduction in the total running length may have an impact on those costs by increasing the cost per metre. This cost was based on extending municipal water to the furthest limit of the Village boundaries.

Authority for Local Area Services

A municipality is empowered under section 210 of the *Community Charter* to create a Local Area Service, which is a municipal service that is to be paid in whole or in part by a Local Service Tax under section 216 of the Community Charter. The only services that can be provided as local area services are:

(a) services that the council considers provide particular benefit to part of the municipality, and

(b) business improvement area services under section 215.

Requirements for Establishing a Local Area Service

1. In order to establish a Local Area Service, a municipality must adopt a bylaw, and may only do this if:

   (a) the service and its cost recovery methods have been proposed by petition in accordance with section 212 of the *Community Charter*,

   (b) the service and its cost recovery methods have been proposed by council initiative in accordance with section 213 of the *Community Charter*, or

   (c) the bylaw has received assent of the electors in accordance with section 214 of the Community Charter (*local area service on council initiative — subject to elector assent)*.

2. The bylaw establishing a Local Area Service must,

   (a) describe the service,

   (b) define the boundaries of the Local Service Area,

   (c) identify the methods of cost recovery for the service, including the form of Local Service tax and the portion of the costs of the service that are to be recovered by the Local Service Tax, and

   (d) if applicable, identify the portion of the costs of the service that are to be recovered by a general property tax.

Petition for Local Area Service

1. The persons who may petition for a local area service are the owners of parcels that would be subject to the Local Service Tax for the service.

2. Each page of a petition for a Local Area Service must do the following:

   (a) describe the service in general terms;

   (b) define the boundaries of the local service area;

   (c) provide an estimate of the costs of the service;

   (d) if it is proposed that the municipality borrow for the purposes of the service and all or part of the costs of the borrowing are to be recovered by means of the Local Service Tax, indicate,

      (i) the total amount proposed to be borrowed under the bylaw,

      (ii) the maximum term for which the debentures may be issued, and

      (iii) the portion of those costs that are to be recovered by a Local Service Tax;

   (e) indicate the proposed methods of cost recovery for the service, including the form of local service tax and the portion of the costs of the service that are to be recovered by the Local Service Tax;

   (f) if applicable, indicate what portion of the costs are proposed to be recovered by a general municipal tax;

   (g) include any other information that council requires.

3. In order for a petition for a local area service to be certified as sufficient and valid,

   (a) the petition must be signed by the owners of at least 50% of the parcels that would be subject to the Local Service Tax, and

   (b) the persons signing must be the owners of parcels that in total represent at least 50% of the assessed value of land and improvements that would be subject to the Local Service Tax.

4. The corporate officer must determine the sufficiency and validity of a petition to a council and must certify this determination.

5. A certified determination under subsection (4) is final and conclusive.

6. The following apply for the purposes of a petition under this section:

   (a) if 2 or more persons are owners of a parcel,

      (i) they must be considered as one owner only,

      (ii) they are not entitled to petition unless a majority of them concurs, and

      (iii) unless a petition is signed by a majority of them, their signatures must be disregarded in determining whether the petition is sufficient;

   (b) a person who would be liable for a Local Service Tax by reason of being the holder or occupier of land held in the manner referred to in Division 8 of the *Community Charter (Tax Liability of Occupiers)* of this Part may sign the petition as if the person were the owner;

(c) in relation to persons referred to in paragraph (b), in computing the values of the land and improvements, only the assessed value of the person's interest in them is to be used.

***With regards to our project, the petition must include all properties along the route of the proposed watermain (both sides of road), not just the properties who have expressed an interest due to the damage to their private waterline.*

Borrowing in relation to a local area service

1. If all of the costs of borrowing for the purposes of a Local Area Service are to be recovered by a Local Service Tax, the loan authorization bylaw does not require the approval of the electors, but it may only be adopted if:

   (a) the borrowing has been proposed by petition in accordance with section 212 of the *Community Charter* (*petition for local area service)*,

   (b) the borrowing has been proposed by council initiative in accordance with section 213 of the *Community Charter* (*local area service on council initiative — subject to petition against)*, or

   (c) the bylaw has received assent of the electors in accordance with section 214 of the *Community Charter* (*local area service on council initiative — subject to elector assent)*.

(2) If part of the costs of borrowing for the purposes of a Local Area Service are to be recovered by a Local Service Tax,

   (a) a separate loan authorization bylaw is required for the borrowing in relation to which costs are to be recovered by the Local Service Tax, with the bylaw adopted in accordance with subsection (1), and

   (b) a separate loan authorization bylaw is required for the borrowing in relation to which costs are to be recovered by any other means, with the bylaw adopted in accordance with Part 6 of the *Community Charter* (*Financial Management)*.

***It is important to note that if the costs of borrowing for the local are service are to be recovered by the local service tax, the loan bylaw does not require approval of the broader municipality (Strathcona Regional District).*

NEXT STEPS

1. Confirm with the original Proponents to determine if there is still interest to proceed.
2. Initiate and complete the petition process for "all" properties located along the proposed watermain corridor.
3. Determine the method of assessing recovery costs to the properties located within local service area, which can be accomplished by either length of property frontages or land area of each property ("Benefitting Lands").
4. If petition garners the required fifty plus one percent to pass, prepare loan borrowing bylaw to obtain project funding. As all costs would be recovered from the service area tax, Regional District approval of the bylaw is not required.

5. Present bylaw to Council for all readings/adoption.
6. Secure project funding though MFA ("Municipal Finance Authority").
7. Initiate and complete RFP ("Request for Proposals") process to obtain the services of a qualified professional engineer to design, prepare tender/contract documents, provide project management/inspection services during construction, sign off on the project when completed and provide record documents upon completion of the project.
8. Tender and award project to qualified contractor.
9. Complete project construction.
10. Complete all other administerial and financial related tasks, including determining the Local Service Tax for each of the benefitting properties.

***The above list is not meant to be inclusive of all tasks that are required to bring this project to successful conclusion, nor is the order in which they appear necessarily represent the order in which the tasks will be completed.*

FINANCIAL CONSIDERATIONS

Dependent upon the direction of Council.

RECOMMENDATION

THAT staff be authorized to meet with the Proponents to provide them with the results of our investigation and determine if there is still interest to proceed with this project, and to report back to Council.

Respectfully prepared,



Paul R. Carver
Chief Administrative Officer

STAFF REPORT
Regular Meeting

Prepared by: Paul Carver, CAO/CFO
Subject: Strategic Plan and Projects Update – March 2019
Meeting date: March 5, 2019

BACKGROUND

Council should receive regular updates on strategic plan progress and municipal projects. This is the Progress Report for March 2019.

DISCUSSION

The first section deals with Strategic Plan projects and includes who is to compete the project, how the project is measured and timelines. The second section outlines other projects which the CAO should keep Council apprised of and the final section deals with minor projects.

The work load column gives a general idea of work to be done, it should also give clues to where Staff time is being spent; therefore, as new projects come up, consideration should be given to what is already approved and in the work plan. Said differently, the plate size is set unless we buy a bigger plate. Staff have bolded new projects and issues and where there is an update on existing projects and issues.

ATTACHMENTS

1. Strategic Plan and Project Update data spreadsheet (March 2019).
2. Earlier Strategic Plan and Project Update data spreadsheet from my predecessor shortly before his departure (April 2018).

FINANCIAL CONSIDERATIONS

In accordance with this report and attachment(s).

RECOMMENDATION

THAT the Strategic Plan and Projects Update Report for March 2019 prepared by the CAO be received for information and discussion.

Respectfully prepared,



Paul R. Carver
Chief Administrative Officer

March 2019

	Strategic Goals	Description	Actors/Progress	Measures		Priority	Work
1	**Community Relations**	Work on building a strong co-operative relationship with residents of Sayward Valley (Village and Valley).	Council and Staff - Invite Area Director to budget meetings and supply budget materials. Council committees engage all residents in meetings, tourism, trails plan and other projects.	Meetings invited and attended, info sent out, input received on all valley issues.		High	Low
		a) Involve Area Director in service delivery issues for all valley residents.	**Council committees** - engage all residents in meetings, tourism, Trails Plan, WWP issues.	Engagement opportunities, meetings attended.		Medium	Low
		b) Mayor and Council to submit monthly update to Sayward News to help keep residents apprised of Village initiatives and goals.	Mayor, staff	Staff to coordinate with Mayor and Council to disseminate information to the community.			
		c) Work on improving our relationship with the K'omoks First Nation, regular communications, and ways and means to jointly promote Sayward.	Mayor, Council, staff and K'omoks First Nation.	Engage and invite K'omoks First Nation to Council meetings. Organize a community to community forum.....		High	Medium
		d) Work with the SRD on funding services jointly used by valley residents (recreation, fire and health).	Staff, SRD Staff, Council and Board SRD .	New agreements which reflect fair share for valley and Village		High	Medium
2	**Economic Development**	a) Assist and support prospective businesses interested in locating in the Sayward Area	Council, staff, valley, residents, TVI, Area Director, etc.....	Progress made on identified issues.		High	High
		b) Work with local organizations and the Tourism Committee to promote tourism and attract business investment to the Sayward area.	Tourism Committee, staff, valley, residents, TVI, Area Director, etc.....	Progress made on identified issues.		High	Medium
		c) Support and assist the owner of the Sayward Mall with the opening of the grocery store.	Council, staff	Progress made on identified issues.		High	High

3	**Infrastructure Upgrades & Asset Management**	Be cognizant of Asset Management Plan and use it to identify projects for the Financial Plan.				High	Medium
	Roads, Sewer and Water	a) Reapply for road grant (Kelsey Way & H'Kusam).	Council, CAO, contractors	Projects completed.		Low	Medium
		Timing: Fall 2019					
		b) Apply for grant for generators for lift stations and reapply if necessary	Council, CAO, contractors	Projects completed		High	Medium
		Timing: Spring 2019 - done					
		c) Design, construct and complete dam decommissioning project. Grant funding has been secured for this project	Council, CAO, contractors	Projects completed		High	High
	Equipment, vehicles	Identify issues from AMP reports	Council, CAO, contractors	Projects completed		High	Medium
		Timing: Spring 2019					
	Recreation & other buildings	Identify short and long-term projects for Kelsey Centre and include in budget discussions	Council, CAO, contractors	Projects completed		Medium	Medium
		Timing: All of 2019					

	Approve reserve policy and update bylaw and integrate into financial plan	Adopt a formal reserve policy and include in future Financial Plan. Update reserve reserve bylaw. Recognize the need to plan for capital asset replacements in accordance with the Asset Management Plan.	Staff for development, Council for approval	Completion of policy and approval of bylaw.		High	Medium
		Timing: Summer 2019					
4	**Living green**	a) Continue to pursue the goal of becoming a carbon neutral community.	Council, Staff	Projects completed		Medium	High
		b) Continue to work with the Provincial Government Abd K'omoks First Nation to secure a community forest.	Council, staff, KFN	Projects completed		Medium	High
		c) Continue to develop the Village trail system.	Council, Staff	Projects completed		Medium	Medium
		d) Continue to expand the Community Garden and flower gardens throughout community	Staff	Projects completed		Low	Low
		Timing: All of 2019					
5	**Staff Professional Development**	a) Ensure staff and Village volunteers receive adequate emergency management training and the Village has and emergency response plan in place.	CAO, staff	Professional development taken and training attended.		Medium	Low

		b) Continue staff and volunteer professional development through various municipal and professional associations ensuring the Village continues to receive good value for the resources expended.	CAO, staff	Professional development taken and training attended.		Medium	Low
		c) Institute a new employee performance evaluation system.	CAO, staff	Professional development taken and training attended.		Medium	Low
		Timing: All of 2019					
6	**Tourism Development**	a) Continue the Village beautification program, including upgrading signage, cleaning and painting Village buildings and structures, and enhancing the Village gardens.	Council, staff	New signage and other projects completed. Repainting of Kelsey Centre and Fire Hall #1 planned for 2019.		Medium	Low
		b) Work with local organizations and the Regional District to enhance signage and the way finding in Sayward.	Council, staff, SRD	New signage and other projects completed.		Medium	Medium
		c) Support and work with Tourism Committee.	Council, staff	Projects completed.		Medium	Medium
		d) Research funding sources to dredge, aerate and rehabilitate the Village pond.	Council, staff, contractors	Project completed.		Medium	High
		Timing: All of 2019					

7	**Village Operations**	a) Review and update Village internal policies and procedures. There are several policy and bylaw updates that need to be completed. Policies include: Personnel Benefits, Conflict of Interest, Criminal Record Search, Hiring, Annual Tax Sale, Permissive Tax Exemption, Respectful Workplace, Procurement, Bylaws include: Building, Zoning (cannabis), Reserves.	Staff for development, Council for approval	Policy and Bylaw approval. New Fees and Charges Bylaw and Business Bylaw completed.		Medium	Medium
		b) Review the Village fees structure to ensure it is up to date and equitable including water, sewer, recreation, and other Fees and charges. New Fees and Charges Bylaw to be brought before Council.	Staff for development, Council for approval	New Fees and Charges Bylaw completed, which incorporate updated fees and charges for commonly used municipal services.		Complete	Complete
		Timing: All of 2019					
	Other/Past Issues/Projects						
	#	**Description**	**Comments**	**Progress**	**Complete**	**Priority**	**Work**
	1	Water Treatment Plant and Reservoir Project	Part one of Sayward's most important Village projects. This project is required to satisfy Island Health's 4-3-2-1 potable water requirements. Project budget 2.5 million.	Project under construction. Construction is expected to be completed by the end of March 2019. Statutory rights-of-way are in place with Island Timberlands. Awaiting invoice from Island Timberlands (25k) for the value of land covered under the terms of the right-of-way agreement and an invoice to reimburse Island Timberlands for their legal fees up to $5,000.	50%	High	High

	2	Newcastle Creek Dam Decommissioning and Water System Improvements	The second part of Sayward's most important projects. This project is required to eliminate the seismic risk of the aging dam and to provide the new water treatment plant and reservoir with a defined water source. Owners of dam are required to do a Dam Safety Review once every 10 years.	Design complete. Awaiting permits from outside agencies. Require KFN approval (Mayor has reached out to KFN). Staff currently reviewing an unsolicited proposal for the construction work from a qualified contractor.	50%	High	High
	3	2018 Financial Plan	Budget process underway and in discussion phase with senior administration.	Recreation Centre budget approved. Overall budget now on 4th version, which was presented at COW meeting held on February 27/19. Five Year Financial Plan and Tax rate Bylaws must be adopted by May 15, 2019.	50%	High	High
	4	Sayward Volunteer Fire Department	Recruitment is a big issue and Review operating styles.	Work with Fire Chief on management issues. Volunteer numbers are down and need to be brought up. Will work with Fire Chief to achieve increased numbers.	Ongoing	Medium	Medium
	5	Village Website	Website is fairly new with ongoing development.	Facebook page is complete and is being used on a consistent basis.	90%	Low	Low
	6	Personnel File Set Up review	Secure personnel files in CAO Office.	Reorganize files for personnel, JD's, PA's, Offers of Employment etc. Rewrite JD's.	0%	Low	Medium
	7	Mall Project	Revitalization tax credit was cancelled in 2018.	Remain in contact with mall owner and continue to work towards the opening of a grocery store.	Ongoing	Medium	Low
	8	Infrastructure Intakes	Be aware of new funding intakes.	Identify and set priorities where/when required. Keep Council updated.	Ongoing	High	High
	9	LGDE & CARIP	Complete annual reporting.	Plan to have LGDE complete by April end, CARIP by May end		High	Medium

	10	Community Forest	Details are many, process is well defined.	Project is currently on hold. No funding in 2019 budget.	On hold	Low	High
	11	Working Waterfront Project	Village funding and grants in place - 2019. Total project budget $517,500.	Project separated into two components. Trail and Structures, with each component having its own contract with a separate contractor. Trail component is 95% complete. Structures component expected to commence March 2019, with construction completion by the end of April 2019.	70%	High	High
	12	Cannabis Bylaw	Start process to complete a Cannabis Bylaw, involve community, get Council Direction	Background information compiled. Report will be presented to Council to obtain direction.	5%	Medium	Medium
	13	Building Bylaw	Start process to complete Building Bylaw. Current bylaw is fairly new, but needs update.	Have reached out to Gold River and SRD to start the process, file created with draft bylaws. Need coordination to reduce legal costs and get synergy between SRD and our bylaw. Building permit and related fees have been updated and are now located in the Fees and Charges Bylaw.		Medium	Medium
	14	Annual Report	Produce Annual Report.	Complete report by the end of June and make available to the residents of the Village.		High	Medium
	15	Statement of Financial Information Report (SOFI)	Produce Annual Report - Deadline May 15, 2019.	Complete report and submit to the Province by May 15, 2019.		High	High
	16	Local Government Data Entry Report (LGDE)	Produce Annual Report - Deadline May 15, 2019.	Complete report and submit to the Province by May 15, 2019.		High	High

	17	Policy Updates	Update Village policies.	Ongoing project.	Ongoing	Medium	Medium
	18	Bylaw Updates/replacements	Update and replace Village bylaws.	Ongoing project.	Ongoing	Medium	Medium
	19	Solid Waste Contract	Contract with Waste Management Services expired on December 31, 2019. Review and renew if warranted.		10%	High	Medium
	20	Asset Management Review - Phase 2	Outside funding in the amount of $30,000 (UBCM) is in place to complete Phase 2 of our asset management planning (buildings and equipment).	Contract was awarded to conduct the review and prepare a detailed report upon conclusion. Site visit has been completed by consultant and Village data provided. Project to be complete by March 31, 2019. Final report will be presented to Council at that time.	50%	High	High
	21	Bylaw Enforcement	Enforcement of Village bylaws.	Ongoing project.		Low	Low
	22	Traffic Regulation Bylaw	Update of outdated Village bylaw.	Review unadopted bylaw, make changes as required, refer to MoTi for their approval. Then bring before Council for adoption.	15%	Low	Low
	23	Ticketing Bylaw	Create new enforcement tool.	Review unadopted bylaw, make changes as required, then bring before Council for adoption.	15%	Low	Low

	24	Sayward Road Vehicle Speed Reduction	The reduction of vehicular speeds on Sayward Road, between Kelsey Way and the Marina.	MoTi confirmed that their approval is required prior to changing out speed control signage. That official request has been made. Awaiting the completing of MoTi's review.		Medium	Medium
	25	Long-term Parking Concerns on Sayward Road	The elimination of overnight/long-term parking on Sayward Road, between Kelsey Way and the Marina. It is believed that long-term parking is having a detrimental impact on tourism along the waterfront.	MoTi confirmed that their approval is required prior to installing new signage (no overnight parking). That official request has been made. Awaiting the completing of MoTi's review.		High	Medium
	26	Sayward Road Watermain Extension	Following the devastating December 2018 major wind event that seriously damaged a private waterline serving a few large acreage properties along Sayward Road, Council was approached by several of those land at the January 22, 2019 regular meeting requesting to be provided with municipal water. Council instructed staff to report back with options.	That review is now complete and a Staff Report providing the estimated cost to extend water to service those properties is included on the agenda for the March 5, 2019 regular meeting.	100%	High	Medium
	27	Public Nuisance Bylaw	Bylaw is currently sitting at third reading awaiting a review by staff of the noise component of the bylaw.	That review is underway.	25%	High	High
	28	Log Sort Noise Complaints	Following a special council meeting last fall with representatives of Western Forest Products in attendance to answer questions, Western Forest Products was requested to take some of the ideas generated from this meeting back with them to see what could be done to reduce the amount of after-hours noise being generated from their operation.	After considerable follow-up contact with WFP, a letter was finally received from them. That letter is included on the agenda for the March 5, 2019 regular meeting of Council.	100%	High	Medium

	29	Salmon Main Road	Work with the owner of the road to obtain a M.O.U. for use of the road in the event of a local emergency, such as what was experienced following the December 2018 major wind event.	Mar-19	0%	Medium	High
	30	Financial Software Conversion	The Village made the decision in 2018 to replace the current problematic financial software with a program called Mais. Mais is one of the top two software programs being used in local Government I n BC. The other is Vadim. Funding for this conversion was included in the 2018 budget.	Project is nearing completion. It has however taken more time than was anticipated. Our CFO is coordinating this project.	90%	High	High
	31	Community to Community Forum (C2C)	Locate outside funding options to schedule a Community to Community forum with the K'omoks First Nation.		0%	Medium	Medium
	32	ICET Funding Agreement Extension - WWF Project	Obtain an extension of the funding agreement to the end of April to facilitate the completion of the structures component of the project.	Completed.	100%	High	Medium
	Minor Capital Projects						
	Admin	Admin Office - Carpet and counter	Modify counter to better accommodate computer gear, carpets need replacement, may be mould.	Deferred to a future budget year.	On hold	Medium	Low
	Parks	Gazebo	Benches and concrete ramp.	Deferred to a future budget year.	On hold	Low	Low
	Parks	Trail Survey	This one can be rethought on best way to approach Sayward's trail issues, including asking for participation and funding from Area Director to produce a plan for whole valley/Sayward.	Possibly apply for planning grant(s).		Medium	Medium
	Parks	Trails Plan	As above	Possibly apply for planning grant(s).		Medium	Medium

March 2019

	Works	MacMillan Camera work	Water intrusion into sewer lines.	Tony is looking after this one.		Medium	Low

April 2018

Strategic Goals	Description	Actors/Progress	Measures		Priority	Work
1. Develop a strategic approach to building a strong relationship with the valley.	Work on building a strong co-operative relationship with the valley:	Council and Staff – invite Director to Budget meetings and supply budget materials	Meetings invited and attended, info sent out, input received on all valley issues		High	Low
	a) Involve Area Director in service delivery issues for all valley residents	**Council committees** - engage all residents in meetings, tourism, Trails Plan, WWP issues	Engagement opportunities, meetings attended		Medium	Low
	b) Communicate issues to all valley residents, involve in meetings	Council & Staff - Sayward news, Council meeting (special)	Number of News items placed, meetings with community		Medium	Medium
	c) Special events – involve and invite valley residents	Council & Staff	Completion of new agreement		Medium	Medium
	d) Renegotiate a Fire Services Agreement with the SRD	Staff, SRD Staff, Council and Board SRD. CAO to prepare an options report on Health Services, Fire and Rec Services. CAO report Started, some discussions with SRD staff have occurred. See 6c	New agreements signed which reflect fair share for Valley and Village		High	High
	Timing: All 2018					
2. Trails Plan Development.	Form a committee to develop a Valley Trails Plan – for the Valley, from Junction to Waterfront	Council, Staff, Valley residents, TVI, contractor, Area Director. Budget approved $5K need to approach SRD for a contribution.	Complete a Valley Trails Plan		Medium	Medium
	Timing: Complete by August 2018					
3. Small Craft Harbour upgrade and development.	Continue working with SSCHA to identify projects and to secure funds. Start working on Working Waterfront projects	Council, Staff, SSCHA	Projects completed		High	medium
	Timing: All 2018					
4. Servicing: Water filtration Upgrade.	Started, to be completed in 2018	Council, Staff, Contractors. Major issues with project costs. Working with Ministry, Ministers and Staff, Engineering - to find solution to funding issue. Keep community informed on progress.	Project completed		High	High
	Timing: Fall 2018					
5. Infrastructure upgrades:	Be cognizant of Asset Management Plan and use it identify projects for the Financial plan					
a) Roads	Applied for road (Kelsey Way & K'Husam) grant in 2017, await answer. Reapply if needed	Council, Staff, Contractors. 2017 grant unsuccessful, reapply in 2018 when new is announced	Projects completed	NA	High	Low
	Timing: Fall 2018					
b) Sewer and water	Applied for a water meter grant in 2017, await answer. Reapply if needed	Council, Staff, Contractors. 2017 grant unsuccessful, reapply in 2018 when new is announced. Project is high priority and is needed to comply with conservation requirements of the WTP grant.	Projects completed	NA	High	Low
	Timing: Fall 2018					

c) Recreation centre	Identify short and long-term projects for Kelsey Centre and include in budget discussions. Complete projects approved by Council. Pool/Deck/Change Room Tiling, Gym Doors, Gym Flooring, Window Replacement, handicap Access washrooms – projects yet to be approved	Council, Staff, Contractors. Budget approved for $5K to assess state of Kelsey Centre and to identify priorities. $30K asset management approved through Gas Tax to complete Asset Mgt plan, see below	Projects completed		High	Medium
	Timing: End of 2018					
Strategic Goals	**Description**	**Actors/Progress**	**Measures**			
6. Develop and build relationships with:						
a) First Nations communities (Komoks First Nation)	Continue to meet with KFN to develop working relationship, complete a c2c project	KFN, Mayor, Council and Staff. C2C grant was successful, process was replaced with a series of meetings set up by KFN	c2c completed, meetings held progress on CF		High	Medium
	Timing: End of 2018					
c) Strathcona Regional District	Work with SRD on EDC issues	Council and Area Director	Meetings held, shared goals including funding (trails and other services)		Medium	Low
	Timing: Early 2018					
d) Province, ICET, MOTI	Work with province/ministries on Valley issues, cell coverage, road pathways, Harbor development	Mayor, Council and Staff	Progress made on identified issues		High	Low
	Timing: All 2018					
7. Expand funding for key services	Work with SRD on funding for services jointly used by all valley residents. Recreation, Fire, Health	Mayor, Council and Staff, Area Director, SRD Staff	New agreements signed which reflect fair share for Valley and Village		High	High
	Timing: Early 2018					
8. Approve reserve policy and integrate into financial plan	Adopt a formal reserve policy and include in Financial Plan. Recognize the need to plan for capital asset replacements in accordance with the Asset Management Plan	Staff for development, Council for Approval	Completion of policy		Medium	Medium
	Timing: Fall 2018					
9. Improve Asset Management plan – expand for Equipment and vehicles, and, expand on details	AMP funding app made in 2017, response in early 2018. If successful, contract for improvement to AMP, if not, reapply for grant funding.	Grant approved to complete SMP...for buildings, equipment and vehicles. Combine this work with Kelsey Centre building review	Integrate new elements into AMP plus update of existing AMP		High	Medium
	Timing: Fall 2018					
10. Investigate Financial Software options	May become a priority if current vendor does not support software improvements to facilitate BCAA updates. Staff to investigate alternate software solutions.	Staff, contractor	New Software		High	High
	Timing: Early 2018					

11. Policy & Bylaw updates	There are several policy and Bylaw updates that need to be completed. Policies include: policies include: Personnel Benefits, conflict of Interest, Criminal Record Search, Hiring, Annual Tax Sale, Permissive Tax Exemption, Respectful Workplace, Procurement. Bylaws include: Building, Zoning (Cannabis)	Council, Staff, contractor	Policies and Bylaws reviewed and completed		Medium	Medium
	Timing: All 2018					
Other/Past Issues/Projects						
#	**Description**	**Comments**	**Progress**	**Complete**	**Priority**	**Work**
1	Permissive Tax Exemptions	Review PTE for Council Review in July	Revisit in July, report on July agenda.	0%	Medium	Low
2	MacMillan Road Drainage Project	Funds in budget for a review of drainage in MacMillan area. This is a follow up of what done and to prevent floods which occurred in 2017 and 2018.	Drainage Plan completed	0%	Medium	Medium
3	Van Brocklin Subdivision	PLA complete, BPs have lapsed, VB wishes to continue work on the two homes but must comply with Inspector's conditions. Discussed with SRD BI, letter sent to VB	CAO, SRD BI	100%	Low	Low
4	Newcastle Creek Water Treatment Facility	a. Sayward's most important project. b. Sayward received a $2,922,000 (100%) to do the project c. Koers Engineering located in Parksville are the consultants/engineers on the project, Matt Palmer and Ken Doll are the contacts.	Three phases to tender, phase 1 equipment completed and near on budget. Phase 2 site clearance tender to go out mid April, close May 25. Tender 2, contract signed June. Site clearing complete, signage up on start of M Branch, Design and equipment production is in process. On schedule for a September/October completion, next step tender 3 (building) by end of year. **Building tender proved costly 60% or $2.1M over budget. Looking at options for increased funding, or, decreased scope to match budget.**	30%	High	High
		d. The infrastructure has to be located on Island Timberland's property, they have offered several options to lease property.	Have spoken with IT, expect an offer for lease shortly - indication is favorable however...need this completed ASAP. IT has provided a draft ROW agreement, CAO & our legal has provided changes, sent off to IT for review. Once details worked out, back to Council for approval. Work on lease next. **Terms agreed to by Staff, off to Council for approval. In process of completing a survey to go with the ROW**	80%	High	Medium
5	Newcastle Creek Dam Rehabilitation	a. Owners of Dams are obligated to do a Dam Safety Review once every 10 years, one is required now b. We hired Northwest Hydraulics (Nanaimo) to do the DSR, Grant is the lead engineer. c. Two phases have been done, reports in folder.	Dam Safety officer has accepted our report. Inspection is next but will wait until remediation is complete. **On hold**	25%	High	High
		d. Dam either needs extensive work or pulled down.	Staff have reviewed options with NWH and Koers, to Council to review options,	5%	High	High

		e. Staff strongly believe that it is in the best interest of Sayward to at least keep part of the dam (bring it down to half the current height) because we need the storage capacity. **Dam to be removed as life cycle costing shows too expensive to retain.**	June...includes Life Costing. Council decided on option 4, remove dam, build weir. Started process of working with NWH to get approvals in place . **Rescope approved by province, initial testing completed, await Engineering report on weir specifics.**			
6	Sayward Tourism Committee	a. Support to Sayward Tourism, admin and advisory	Workload is monthly, several hours. CAO not preparing agenda/minutes but is assisting where asked.	on going	Medium	Low
7	2018 Financial Plan	a. All readings given.	Amendment at second, and approval at third for March 3 meeting. Final reading March 20	100%	High	High
8	Sayward Volunteer Fire Department	Recruitment is a big issue and Review operating styles.	Work with Fire Chief on management issues. Attended Fire Admin conference in Victoria April 7-9 with Chief. Chief is time challenged, have made little progress on reviewing administration of department. Volunteer numbers appear to be good. Review expanded Fire Rescue service (to Wosk) in fall 2018	on going	Medium	Medium
9	Village Website	Website is fairly new, continue development. Work on community profile and Facebook page for village.	Community profile mostly complete, Facebook page considered and on hold. Will work on Community Profile page	90%	Low	Low
10	Personnel File Set Up review	Secure personnel files in CAO Office	Reorganize files for personnel, JD's, PA's, Offers of Employment etc. Rewrite JD's.	0%	Low	Medium
11	Mall Project	We have a revitalization agreement which will need to be reviewed/renewed mid summer. Mall grocery store is supposed to be open in July, revit is conditional on the opening.	Follow up in April to see owners current plans	In Process	Medium	Low
12	Infrastructure Intakes	Be aware of new intakes planned for 2018	Priorities are set in capital plan, see financial plan		High	High
13	LDGE & CARIP	Complete Reporting requirements	Plan to have LDGE complete by April end, CARIP by May end		High	Medium
14	Community Forest	Details are many, process is well defined. If approved, work over summer will be considerable. More details later.	Project has stalled, Council decided to postpone until 2019. Details are in files, huge amount of work and consultant/legal help will be needed.		High	High
15	Gateway Destination Trail project	Applications made to Rural Dividends and ICET	See files for work Scope, major project for 2018		High	High
16	Campground Project	Complete project - Gazebo and aeration installation	See budget		Medium	Medium
17	Works Truck	Purchase of four wheel truck for public works	Consider plow attachment. Tony is organizing, review specs and process		Medium	Medium
18	Cannabis Bylaw	Start process to complete a Cannabis Bylaw, involve community, get Council Direction	File started with relevant info from province, UBCM and Lidstone		Medium	Medium
19	Building Bylaw	Start process to complete Building Bylaw. Current bylaw is fairly new, but needs update	Have reached out to Gold River and SRD to start the process, file created with draft bylaws. Need coordination to reduce legal costs and get synergy between SRD and our bylaw		Medium	Medium
20	Annual Report	produce Annual Report	Review past report, complete by June end		Low	Medium
Minor Capital Projects						
Admin	Admin Office Windows	Issues with leakage and condensation	Windows ordered, instal early summer	100%	Medium	Low

April 2018

Admin	Admin Office - Carpet and counter	Modify counter to better accomdate computer gear, carpets need replacement, may be mould			Medium	Low
Fire	Fire, 2 SCBA @ 5k, 4 pagers @ 500, 2 Radios @ 500, 1 Bunkergear @ 2500	Coordinate with Chief			Medium	Low
Parks	Tables for Gazebo 2 @2500	Tables no longer available, ordering less expensive tables with handicap access	Tony is looking after this one		Medium	Low
Parks	Gazebo	Complete 30/30 gazebo	Materials ordered, work to begin early April. Tony and crew are completing this one	80%	Medium	Low
Parks	Trail Survey	This one can be rethought on best to approach Sayward's trail issues, including asking for particiaption and funding from Area Director to produce a plan for whole valley/sayward			Medium	Medium
Parks	Trail s Plan	As above			Medium	Medium
Works	Shed Work	Concrete floor to raise level (water issue)	Tony is looking after this one		Low	Low
RCMP	Roof Replacement	Funding from Gen Reserves. Note there is also interior painting and flooring (see quotes), awaiting approval from Feds as it is their funding not ours.	Tony is looking after this one		Low	Low
Works	MacMillan Camera work	Water intrusion into sewer lines	Tony is looking after this one		Low	Low
Water	Alternate water sources	Funding for three wells to augment our water sources	Work with Koers on possible sites. Some info in files		High	Medium

VILLAGE OF SAYWARD

BYLAW NO. 445

A BYLAW TO ESTABLISH SPECIFIED FEES AND CHARGES FOR MUNICIPAL SERVICES

WHEREAS the Council for the Village of Sayward is authorized pursuant to section 194 of the Community Charter to impose fees and charges with respect to services provided by the Village of Sayward.

WHEREAS the Council for the Village of Sayward deems it necessary to provide for such fees and services.

NOW THEREFORE the Council of the Village of Sayward, in open meeting assembled, enacts as follows:

1. CITATION

This bylaw may be cited as **"Fees and Charges Bylaw No. 445, 2019"**.

2. SEVERABILITY

If any section, subsection, sentence, clause or phrase of this bylaw is for any reason held to be invalid by the decision of any Court of competent jurisdiction, the decision shall not affect the validity of the remaining portions of this bylaw.

3. CONSEQUENTIAL AMENDMENTS

The following Bylaws are hereby amended:

(a) Solid Waste Collection Regulations and Rates Bylaw No. 440, 2018 is hereby amended by deleting Schedule A in its entirety and adding the following as Section 5: "Fees and charges that may be or are provided under this Bylaw shall be payable as set out in the Village of Sayward Fees and Charges Bylaw".

(b) Water Rate Bylaw No. 438, 2018 is hereby amended by deleting Schedule A in its entirety and adding the following as Section 10: "Fees and charges that may be or are provided under this Bylaw shall be payable as set out in the Village of Sayward Fees and Charges Bylaw".

(c) Sewer Rate Bylaw No. 439, 2018 is hereby amended by deleting Schedule A in its entirety and adding the following as Section 10: "Fees and charges that may be or are provided under this Bylaw shall be payable as set out in the Village of Sayward Fees and Charges Bylaw".

(d) Building Bylaw No. 334, 2005 is hereby amended by deleting Appendix A, Appendix B, Appendix C and Appendix D in their entirety and adding the following as Section 14.6: "Fees and charges that may be or are provided under this Bylaw shall be payable as set out in the Village of Sayward Fees and Charges Bylaw".

(e) Animal Control Bylaw No. 418, 2015 is hereby amended by deleting Schedule A and adding the following as Section 4.10 and Section 6.13: "Fees and charges that may be or are provided under this Bylaw shall be payable as set out in the Village of Sayward Fees and Charges Bylaw".

(f) Business License Bylaw No. 242, 1992 is hereby amended by deleting Schedule A and adding the following as Section 3(9): "Fees and charges that may be or are provided under this Bylaw shall be payable as set out in the Village of Sayward Fees and Charges Bylaw".

(g) Fire Protective Services Bylaw No. 383, 2010 is is hereby amended by deleting Schedule A Schedule B and Schedule D in their entirety and adding the following as Section 82: "Fees and charges that may be or are provided under this Bylaw shall be payable as set out in the Village of Sayward Fees and Charges Bylaw".

4. SCHEDULES

Schedule A – General Administration
Schedule B – Sayward News
Schedule C – Kelsey Centre
Schedule D – Solid Waste Collection
Schedule E – Water Rates (2019)
Schedule F – Sewer Rates (2019)
Schedule G – Building Fees and Charges
Schedule H – Animal Control
Schedule I – Business Licenses
Schedule J – Fire Protective Services
Schedule K – Municipal Campground

Read a first time on the 19th day of February 2019.

Read a second time on the 19th day of February 2019.

Read a third time on the 19th day of February 2019.

Rescind at third reading on the ___ day of _____ 2019

Amend at second reading on the ___ day of _____ 2019

Read a third time on the ___ day of _____ 2018

Adopted on the ___ day of _____, 2019.

_____ _____

Mayor Chief Administrative Officer

SCHEDULE A

GENERAL ADMINISTRATION

DESCRIPTION	FEE
Cheque returned as Not-Sufficient Funds	$40.00
Property tax certificate	$25.00
Photocopies – Colour	$1.00/page
Photocopies – Black and White	$0.50/page
Faxes	$1.25 first page $0.50 each additional page
Scan and email	$0.25/page

SCHEDULE B

SAYWARD NEWS

DESCRIPTION	FEE
Copy Ready Ads and Articles per Issue	
Full page	$45.00
½ page	$30.00
¼ page	$20.00
1/8 page	$10.00
Business card (3.75" x 2.5")	$8.00
Ads and Articles placed in multiple issues	
2x – 15% discount on total	
3x to 5x – 25% discount on total	
More than 5x – 35% discount	
Set-up Charges (if applicable)	
Full page	$45.00
½ page and ¼ page	$30.00
1/8 page and business card	$20.00
Business Directory	
Business listing which includes name, logo, contact information and a brief description of business. Published 12 times a year plus feature business ad once a year (1/4 page)	$60.00/year
Classified Ads	
25 words or less	$5.00
Additional words	$0.05/each
Community/Family announcements, Memorials, Thank You's or non-Profit Groups	
1. Individual – 1/8 page free	
2. Non-profit – ¼ page free	
For larger pages sizes rates above apply	
*Rates include PST and GST	
** Set-up charges include any non-copy ready work the Village is asked to create or modify to fit the newsletter.	

SCHEDULE C

KELSEY CENTRE

EQUIPMENT RENTAL	PRICE	SECURITY DEPOSIT
Party tent(s)	$125.00 for 2 days Late fee $125.00/day	$125.00 each
Tables	$7.50 each	$25.00
Chairs (folding)	$2.00 each	$10.00 each
Set of 5 tables and 20 chairs	$55.00	$100.00
Table and chair sets, 1 table and 6 chairs	$15.00	$35.00
BBQ	$125.00/day	$250.00
Popcorn machine	$50.00/day	$75.00
Dish rental	$30.00/day	$30.00
Coffee urn rental	$20.00/day	$20.00
Mats (for first aid, etc.)	$2.50	$5.00

ROOM RENTAL	PRICE	CLEANING DEPOSIT
Bar rental if alcohol is being served (renter responsible for own supplies and permit)	$100.00 flat rate	$75.00
Bar if no alcohol being served (renter responsible for own supplies and permit)	$50.00 flat rate	$75.00
Gym-Adult Activities Table and chairs included	$50.00/hour $350.00/day	$200.00 $250.00
Gym-Child/Youth/Senior Activities Table and chairs included	$40.00/hour $300.00/day	$200.00 $250.00
Gym-Private/Commercial Use	$50.00/hour $350.00/day	$200.00 $250.00
Gym, kitchen and bar rate	$150.00/hour $425.00/day	$250.00 $300.00
Kitchen-use of all existing equipment (paper plates/cups and napkins excluded)	$75.00 flat rate	$75.00
Multipurpose room	$25.00/hour $100.00/day	$75.00

MEETING ROOM RENTALS	PRICE
Daily	$100.00
Hourly	$30.00
Weekly (once a week event)	$25.00/hour
Monthly (once a week event)	$25.00/hour
One-night event	$100.00

KELSEY CENTRE

POOL USE	SINGLE	10-PACK	MONTHLY
After School Program	$7.50	$75.00	N/A
Child/Youth	$3.00	$27.00	$36.00
Adult	$5.00	$45.00	$60.00
Senior	$4.00	$36.00	$48.00
Family (immediate)	$15.00	$135.00	$180.00

POOL RENTAL	PRICE
Pool rental with one lifeguard	$150.00 first hour then $75.00 each additional hour
Pool rental with two lifeguards	$175.00 first hour then $105.00 each additional hour
Pool rental without lifeguard (must provide own certified life guard)	$150.00 first hours then $60.00 for each additional hour
School Board	Price negotiable
Special school rate (ex: swim lessons)	Price negotiable

OVERNIGHT CAMP-IN RENTALS	
DESCRIPTION	**PRICE**
Gym, kitchen and one hour in pool with lifeguard	$400.00
Gym, kitchen, multi-purpose room and one hour in pool with lifeguard	$500.00

KELSEY CENTRE

SWIMMING LESSON	PRICE
Parent and Tot Swim Kids (Sunday 10:00 am) Ages 6 months to 3 years	$30.00
Sea Otter (Sundays 10:35 am) Ages 3-6 years	$35.00
Salamander & Sunfish (Sundays 11:00 am) Ages 3-6 years	$35.00
Crocodile & Whale (Sundays 11:35 am)	$35.00
Level 1 & 2 (Sundays 12:15 pm) Ages 6 +	$40.00
Private Lessons Level 1-10 (1 pm -1:30 pm)	$40.00
Level 1 & 2 (Mondays & Wednesday 4:30 pm) Ages 6 +.	$40.00
Level 3 & 4 (Mondays & Wednesday 5:05 pm) Ages 6 +	$40.00
Level 1 & 2 (Saturdays 10:00 am) Ages 6 +	$40.00
Level 3 & 4 (Saturdays 10:35 am)	$40.00
Level 5 & 6 (Saturdays 11:15 am)	$50.00
Level 7 & 8 (Saturdays 12:00 pm)	$50.00
Level 9 & 10 (Saturdays 12:30 pm)	$50.00
Private lessons Level 1-10 (1:30-3:00 pm)	$40.00
Swim Sports & Swim Strokes Adults & Teens (Friday nights 7:30 pm – 8:15 pm)	$50.00
Private Lessons (scheduled with instructor)	$40.00
Classes will only be run if there is enough enrolment	
See brochure for details	

GYMNASIUM RENTAL		
PRIVATE/COMMUNITY FUNCTION	**PRICE**	**SECURITY DEPOSIT**
Child/Youth orientated activities - under 18 yrs.	$40.00/hour	$200.00
Adult orientated activities – 19 to 64 yrs.	$50.00/hour	$200.00
Senior orientated events – 65+ yrs.	$40.00/hour	$200.00

GYMNASIUM RENTAL		
COMMERCIAL USE	**PRICE**	**SECURITY DEPOSIT**
All events	$75.00/hour	$250.00

GYMNASIUM RENTAL		
DAILY EVENT (up to 16 hours same day)	**PRICE**	**SECURITY DEPOSIT**
Child/Youth orientated activities – under 18 yrs.	$300.00	$250.00
Adult orientated activities – 19 to 64 yrs.	$350.00	$250.00
Senior orientated events – 65+ yrs.	$300.00	$250.00
Commercial use	$400.00	$250.00
Community fair rental	$150.00	$250.00

SCHEDULE D

SOLID WASTE COLLECTION

Fees for collection of solid waste from approved receptacles and excess receptacles

DESCRIPTION	FEE
Up to two approved receptacles	$212.62 per year
Each additional receptacle	$2.00 for each additional

SCHEDULE E

WATER RATES (2019)

DESCRIPTION		RATE
Private Residence	per dwelling unit (equivalent to one dwelling unit)	$320.99
Hotel, Motels	per unit	$160.50
Apartments or Strata Units	per dwelling unit (equivalent to one dwelling unit)	$320.99
Trailer Park	per pad	$320.99
Cafes & Restaurants	(equivalent to 10 dwelling units)	$3,209.90
Stores	(equivalent to one dwelling unit)	$320.99
- Plus for living quarters attached	(equivalent to one dwelling unit)	$320.99
- Plus for Grocery	(equivalent to one dwelling unit)	$320.99
- Plus for Butcher Shop	(equivalent to one dwelling unit)	$320.99
Garage & Service Stations	(equivalent to one dwelling unit)	$320.99
Seafood Plant	(equivalent to 7 dwelling units)	$2,246.93
Bowling Alley	(equivalent to 2 dwelling units)	$641.98
Laundromat	per washing machine (equivalent to one dwelling unit)	$320.99
Bank	(equivalent to one dwelling unit)	$320.99
Schools	(equivalent to 26 dwelling units)	$8,345.74
Small Craft Harbour	(equivalent to 2 dwelling units)	$641.98
Harbour Lease	(equivalent to 10 dwelling units)	$3,209.90
Industrial	shop, office, sort yard office (equivalent to 7 dwelling units)	$2,246.93
Industrial	dryland sort and water tower (equivalent to 94 dwelling units)	$30.173.06
Bunk House and Cookhouse	per active sleeping unit (equivalent to ½ dwelling unit)	$160.50
Campground	serviced stalls **times** months in operation **divided by 12** – times Motel rate	$160.50
Others not specified	each	$320.99

SCHEDULE F

SEWER RATES (2019)

DESCRIPTION		RATE
Private Residence	per dwelling unit (equivalent to one dwelling unit)	$265.45
Hotel, Motels	per unit	$132.73
Apartments or Strata Units	per dwelling unit (equivalent to one dwelling unit)	$265.45
Trailer Park	per pad	$265.45
Cafes & Restaurants	(equivalent to 10 dwelling units)	$2,654.50
Stores	(equivalent to one dwelling unit)	$265.45
- Plus for living quarters attached	(equivalent to one dwelling unit)	$265.45
- Plus for Grocery	(equivalent to one dwelling unit)	$265.45
- Plus for Butcher Shop	(equivalent to one dwelling unit)	$265.45
Garage & Service Stations	(equivalent to one dwelling unit)	$265.45
Seafood Plant	(equivalent to 7 dwelling units)	$1,858.15
Bowling Alley	(equivalent to 2 dwelling units)	$530.90
Laundromat	per washing machine (equivalent to one dwelling unit)	$265.45
Bank	(equivalent to one dwelling unit)	$265.45
Schools	(equivalent to 26 dwelling units)	$6,901.70
Small Craft Harbour	(equivalent to 2 dwelling units)	$530.90
Harbour Lease	(equivalent to 10 dwelling units)	$2,654.50
Industrial	shop, office, sort yard office (equivalent to 7 dwelling units)	$1,858.15
Industrial	dryland sort and water tower (equivalent to 94 dwelling units)	$24,952.30
Bunk House and Cookhouse	per active sleeping unit (equivalent to ½ dwelling unit)	$132.73
Campground	serviced stalls **times** months in operation **divided by 12** – times Motel rate	$132.73
Others not specified	each	$265.45

SCHEDULE G

BUILDING FEES AND CHARGES

PROCESSING FEES	
DESCRIPTION	**FEE AMOUNT**
Building Permits	
Not exceeding $50,000 value	$50.00
value greater than $50,000 but not exceeding $200,000	$100.00
value greater than $200,000 but not exceeding $500,000	$250.00
value greater than $500,000	$500.00
Plumbing, Sprinkler and Demolition Permits	
Complex buildings and structures	$100.00
Standard buildings and other buildings	$50.00
Fireplaces and chimneys	$50.00

PERMIT FEES	
DESCRIPTION	**FEE AMOUNT**
Building Permits	
All	$50.00 + 0.65% of the estimated value of construction
Demolition Permits	
Complex buildings and structures	$100.00
Standard buildings and other buildings	$50.00
Plumbing Permits	
Complex buildings and structures	$100.00 + $10.00 for each fixture
Standard buildings and other buildings	$50.00 + $5.00 for each fixture
Sprinkler Permits	
All buildings and structures	First head $50.00 Additional heads $0.75 each

REVISION FEES	
DESCRIPTION	**FEE AMOUNT**
Complex buildings and structures	$250.00
Standard buildings	$100.00
Other permits	$50.00

TRANSFER FEES	
DESCRIPTION	**FEE AMOUNT**
Complex buildings and structures	$250.00
Standard buildings	$100.00
Other permits	$50.00

BUILDING FEES AND CHARGES

EXTENSION FEES	
DESCRIPTION	**FEE AMOUNT**
Complex buildings and structures Where the estimated value or remaining construction is $20,000 or less For each subsequent $1,000 of value or fraction thereof	 $100.00 $3.50
Standard buildings Where estimated value of remaining construction is $20,000 or less For each subsequent $1,000 of value or fraction thereof	 $50.00 $3.50
Other permits	$50.00

OTHER FEES	
DESCRIPTION	**FEE AMOUNT**
To rescind a Stop Work or Do Not Occupy Order	$250.00
Site inspection, section 56 of the Community Charter	$100.00
Title Search	$10.00
To obtain copy of Restrictive Covenant	$50.00
To process a covenant in favour of the Village of Sayward	$100.00
To remove a Notice on Title, section 57 of Community Charter	$500.00
To photo copy plans	$10.00 + GST per sheet
ARCHIVE RESEARCH (per site)	
Complex buildings and structures	$250.00
Standard buildings	$100.00
Buildings containing 1 or more dwelling units and other buildings	$50.00

SCHEDULE H
ANIMAL CONTROL

FEES AND CHARGES	
IMPOUNDMENT	**FEES/CHARGES**
Seizing and impounding any animal, for the first impoundment in a calendar year	$50.00
For the second seizure and impoundment of same Animal in calendar year	$100.00
For the third and subsequent seizure and impoundment of the same Animal in a calendar year	$150.00
KENNELING	**FEES/CHARGES**
Provision for food, water, shelter and attendance for any animal for every day or part of every day of care	$20.00
The full amount of any cost incurred by the Village for examination and treatment by a licensed veterinarian if animal is sick or injured	Full cost
ANIMAL LICENSING	**FEES/CHARGES**
For every unneutered male dog	$30.00
For every neutered male dog, proven to be such by the production of a certificate from a qualified veterinarian	$15.00
For every unsprayed female dog	$30.00
For every spayed female dog, proven to be as such by the production of a certificate from a qualified veterinarian	$15.00
For replacement license tags	$10.00
MISCELLANEOUS	
In addition to the fees for seizure and impoundment, the actual costs incurred in capturing, and in capturing and transporting animal to secure area	Actual Cost
The fees for the adoption of an animal shall be as prescribed by the pound-keeper, in consultation with the Village	Actual Cost

SCHEDULE I

BUSINESS LICENSES

DEFINITION	DESCRIPTION	FEE (per annum unless otherwise stated)
Commercial/Industrial Any business permitted in the zones designated in the Zoning Bylaw	Employing up to 3 persons Employing up to 8 persons Employing over 8 persons	$100.00 $150.00 $200.00
Rental units/spaces Any building containing dwelling units or other types of rental units in any zone	Up to 20 units 20 – 40 units Over 40 units	$100.00 $125.00 $165.00
Home Occupation Any business permitted in residential areas under the Zoning Bylaw	Per business	$65.00
Mobile Vending Any business permitted and regulated by Council	Per business	$300.00
Miscellaneous Business Any business not based in the Village of Sayward (other than Mobile Vending)	Per business	$125.00
Any blanket yearly license for craft sales, trade shows, etc. held in the Village of Sayward (in lieu of individual license)		$110.00
Seasonal based business	Per business	$50.00
Any business not listed	Per business	$100.00

SCHEDULE J

FIRE PROTECTIVE SERVICES

DEFINITION	FEE
Application for fireworks display Low hazard fireworks event	$50.00
Application for fireworks display High hazard fireworks event	$100.00
Application for a burning permit Non-refundable	$50.00

SCHEDULE K

MUNICIPAL CAMPGROUND

CAMPGROUND FEES	
DESCRIPTION	**FEE AMOUNT**
In-Season Unserviced sites Daily	 $18.00
In-Season Serviced sites Daily Weekly Monthly	 $25.00 $140.00 $525.00
Off-Season Serviced sites Daily Weekly Monthly	 $20.00 $100.00 $350.00

VILLAGE OF SAYWARD

BYLAW NO. 444

A BYLAW TO PROVIDE FOR THE LICENSING AND REGULATING OF BUSINESSES WITHIN THE VILLAGE OF SAYWARD

WHEREAS the Council for the Village of Sayward deems it necessary and expedient to provide for the regulating and licensing of businesses.

NOW THEREFORE the Council of the Village of Sayward, in open meeting assembled, enacts as follows:

1. CITATION

This bylaw may be cited as "**Business Licence Bylaw No. 444, 2019**".

2. DEFINITIONS

APPLICANT means any person who makes application for a Business Licence under the provisions of this bylaw.

BUILDING INSPECTOR means the building inspector for the Village.

BUSINESS means the carrying on of a commercial or industrial undertaking of any kind or nature or providing a professional, personal or other service for the purpose of gain or profit.

BYLAW means this bylaw.

COMMERCIAL BUSINESS means a Business that is permitted in the zones designated in the Zoning Bylaw.

COUNCIL means the Council of the Village of Sayward.

EMPLOYEE means a full-time employee, permanent part-time or full time equivalent.

HOME OCCUPATION means any Business permitted in residential areas designated in the Zoning Bylaw which is clearly incidental to the use of the dwelling unit for residential purposes.

INDUSTRIAL BUSINESS means a Business that is permitted in the zones designated in the Zoning Bylaw.

LICENCE INSPECTOR means the the Person appointed from time to time as the Village Inspector.

MOBILE VENDER means a business utilizing a motor vehicle or manually powered cart for the purpose of vending food and non-alcoholic beverages.

MISCELLANEOUS BUSINESS means any Business not based in the Village of Sayward and includes a Non-Resident Business.

NON-RESIDENT BUSINESS means a Business, other than a Resident Business, carried on in the Village or with respect to which any work or service is performed in the Village;

PERSON means an individual and shall include a firm or partnership, association, company, society, body corporate, and the singular shall mean and include the plural, masculine, feminine and converse.

RENTAL UNITS/SPACES means any building containing dwelling units or other types of rental units that is permitted in the zones designated in the zoning bylaw.

RESIDENT BUSINESS means a Business carried on, in or from premises within the Village.

RESIDENTIAL BUSINESS means the carrying on of a Business within the primary dwelling unit in a residential zone.

VILLAGE means the Village of Sayward.

2. LICENSING

(a) Council shall:

(i) require an owner or operator of a Business to hold a valid and subsisting licence for carrying on a Business;

(ii) fix and impose licence fees for licences; and

(iii) provide for the collection of licence fees and the granting and issuing of licences.

(b) Council may establish areas within the Village of Sayward in which licensed Mobile Venders may operate and may make such regulations for mobile vending as it deems appropriate and necessary.

3. COMPLIANCE WITH BYLAWS AND ENACTMENTS

Where any Federal or Provincial Act or Regulation or any other Village bylaw applies to any matter covered by this Bylaw, the issuance of a Business Licence under the provisions of this Bylaw shall not relieve the licensee from complying with the provisions of such enactments. The Licence Inspector may refuse to grant a licence for a Business where the premises upon which the Applicant wishes to conduct the Business does not comply with the requirements of the Village's bylaws regulating building, zoning, health, sanitation and this Bylaw.

4. APPLICATION

Every Person applying for a Business Licence shall complete a Business Licence Application, which is attached to this bylaw as Schedule "A". The completion and submission of an application is not a Business Licence and does not grant any right to carry on the intended Business. The application will be reviewed by the Licence Inspector for completeness and conformity of the proposed Business with Village bylaws.

When the use of the Business location changes, prior to issuing a Business Licence, the Building Inspector must be notified of the change. Once the Building Inspector provides the Licence Inspector with written assurances that all aspects of the BC Building Code and the Village's Building Bylaw are complied with, a Business Licence may be issued if compliance with any and all other Bylaws, rules and regulations is achieved, and payment of the required fee is received.

5. BUSINESS LICENCE FEES

Fees under this Bylaw shall be payable as set out in Village of Sayward Fees and Charges Bylaw.

6. SEPARATE LICENCE PREMISES

For the purposes of this Bylaw, where a Business is carried on, in or from more than one premises, the Business carried, in or from each premises shall be deemed a separate and distinct Business, except for a Building Rental Business, which may rent or lease suites from more than one premises under a single Business Licence.

7. TRANSFER

No Business Licence shall be transferred from one Person in respect of certain premises to that same Person in respect to another premise, without prior approval of the Licence Inspector. Such transfer shall be refused by the Licence Inspector where the premises to which the Applicant wishes to transfer the licence do not comply with the requirements of the Village's bylaws regulating building, zoning, health, sanitation and business, or any other rules and regulations.

8. DISPLAY LICENCE

The Business Licence holder or Person in charge or control of the premises where the Business is carried on or practiced, shall at all times keep the Business Licence prominently displayed in the sales or reception area of the premises to which the public has access, or an area designated by the Licence Inspector.

9. NOTIFY OF CHANGES

Every holder of a Business Licence shall notify the Licence Inspector of any changes in the mailing and/or Business location, the classification of the Business, or any alteration to the premises in which the Business is carried out, and upon the termination of the carrying on of the Business by the Business Licence holder. The Business Licence holder shall notify the Licence Inspector that the Business Licence is no longer required and shall surrender the Business Licence to the Licence Inspector.

10. QUALIFICATION CERTIFICATE

Any Person applying for a Business Licence for any Business governed by any Federal or Provincial Statute shall supply proof to the Licence Inspector that the Applicant has the qualifications to satisfy those Federal or Provincial statutes.

11. LICENCE PERIOD

(a) Except as provided for in Schedule "A", Business Licenses shall be granted for a period of one-year, commencing on the first day of January and terminating on the last day of December each calendar year.

(b) Business Licence holders are required to renew their Business Licence by submitting the required fee prior to April 1st each year.

12. ASSIGNMENT OF BUSINESS LICENCE

In the event of sale of a Business for which a Business Licence is issued, the Licence Inspector may permit an assignment of the Business Licence to the purchaser of a Business on an application for assignment upon receipt of the fee outlined in the Village of Sayward Fees and Charges Bylaw. Such transfer shall not, however, be approved if the proposed assignee is not a Person qualified under the terms of this, or any other bylaw to carry on the Business for which the Business Licence was issued, or if the premises do not comply with the requirements of the bylaws of the Village regulating building, zoning, health, sanitation and businesses or any other rules and regulations.

13. GRANTING AND SUSPENSION

(a) The Licence Inspector may grant a Business Licence where the Licence Inspector is satisfied that the Applicant has complied with all the requirements of the bylaws of the Village, and may suspend, for such a period as the Licence Inspector may determine, any Business Licence if the holder of the Business Licence:

(i) is convicted of an indictable offence in Canada where that offence is related to the nature of the Business for which the Business Licence has been issued;

(ii) is convicted of an offence under any Village bylaw or statute of the Province in respect of the Business for when the Business Licence holder is licensed or with respect to the premises named in the Business Licence;

(iii) has, in the opinion of the Licence Inspector, been guilty of gross misconduct in respect to the premises named on the Business Licence as to warrant the suspension of the Business Licence;

(iv) has ceased to meet the lawful requirements to carry on the Business for which the Business Licence holder is licensed or with respect to the premises named in the Business Licence;

(v) has failed to comply with the terms and conditions of this Bylaw or the Business Licence.

(b) Any Person whose Business Licence has been suspended under this section may appeal to Council, and upon appeal, the Council may confirm or set aside the suspension on such terms Council may determine.

(c) Council may revoke a Business Licence for reasonable cause after giving notice to the Business Licence holder and after giving the Business Licence holder an opportunity to be heard.

(d) The Licence Inspector may, upon receiving an application for a Business Licence, refer the decision of granting or refusing to grant a Business Licence to Council, who, for that purposes, may decide to conduct a hearing.

(e) The suspension of a Business Licence by the Licence Inspector shall be made by notice in writing signed by the Licence Inspector and served on that Person holding such Licence or delivered to the holder of such Business Licence by registered mail to the address given by the licensee on the Business Licence Application. A notice of such suspension of a Business Licence may be posted by the Licence Inspector upon the premises for which the Business