VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING AGENDA
July 20, 2021 – 7:00 PM
TEAMS Electronic Meeting

1. **Call to Order**
2. **Introduction of Late Items**
3. **Approval of Agenda**

   Recommended Resolution:

   THAT the agenda for the Regular Meeting of Council for July 20, 2021 be approved.
4. **Minutes of Previous Meetings**

   Recommended Resolutions:

   THAT the minutes from the Regular Council meeting held on June 15, 2021 be adopted.
5. **Petitions and Delegations**

   a) Western Forest Products Sustainability Report, Jeff Tiernan, Stuart Glenn, Brad McRae
6. **Correspondence**

   a) Lana Lyon, June 25 & July 9, 2021 WFP Noise

   b) J Francoise, Jun 26 – July 11 (9 complaint forms (July 25-July 11) WFP Noise

   c) Jon Lyon, July 5, 2021 Complaint form WFP Noise

   d) Darlene MacKinnon, BCEHS, May 19, 2021 Re: SOC Staffing Model

   d) Coastal Communities Social Procurement Initiative (CCSPI) 2019-2021

   Recommended Resolution:

   THAT correspondence (a) to (d) be received.
7. **Council Reports – None**
8. **Reports of Committees – None**
9. **Mayor's Report – Impacts of BCEHS SOC model on Sayward**
10. **Unfinished Business – None**
11. **Staff Reports**

    a) Staff Report Annual Report and Statement of Financial Information (SOFI) 2020
    b) Staff Report Reserve Policy
    c) Staff Report Noise Complaints from WFP Log Sort
12. **Bylaws – None**

13. **New Business – None**

14. **Public Question Period (maximum 15 minutes) – No Written Questions Received**

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

15. **In-Camera – None**

16. **Adjournment**

    Recommended Resolution:

    THAT the Regular Meeting of Council for July 20, 2021 be adjourned.

VILLAGE OF SAYWARD
MINUTES
REGULAR COUNCIL MEETING
June 15, 2021
TEAMS Electronic Meeting

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

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

1. **Call to Order**

   Meeting was called to order at 7:00 PM.

2. **Introduction of Late Items – None**

3. **Approval of Agenda**

   MOTION R21/161
   MOVED AND SECONDED

   THAT the agenda for the Regular Meeting of Council for June 15, 2021 be approved.

   CARRIED

4. **Minutes of Previous Meetings**

   MOTION R21/162
   MOVED AND SECONDED

   THAT the minutes from the Regular Council meeting held on May 18, 2021 be adopted.

   CARRIED

   MOTION R21/163
   MOVED AND SECONDED

   THAT the minutes from the Committee of the Whole meeting held on May 25, 2021 be adopted.

   CARRIED

   MOTION R21/164
   MOVED AND SECONDED

THAT the minutes from the Committee of the Whole meeting held on June 8, 2021 be adopted.

CARRIED

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

a) District of Saanich Re: CARIP Ending
b) BC Road Builders 2021 Strategic Plan

MOTION R21/165
MOVED AND SECONDED

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

CARRIED

7. **Council Reports – None**
8. **Reports of Committees – None**
9. **Mayor's Report – SRD Feasibility Study for Regional Services**

MOTION R21/166
MOVED AND SECONDED

THAT the report from Mayor Baker be received.

CARRIED

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

a) Permissive Tax Exemptions 2022

MOTION R21/167
MOVED AND SECONDED

THAT the Permissive Tax Exemptions 2022 staff report be received for information and discussion, and;

THAT Staff be directed to advertise the tax exemption process as outlined in this report.

CARRIED

b) Village of Sayward 2020 Annual Report and Statement of Financial Information

MOTION R21/168
MOVED AND SECONDED

THAT the 2020 Annual Report and Statement of Financial Information staff report be received for information and discussion, and;

THAT the 2020 Annual Report be made available for public viewing for a minimum of 14 days beginning on June 16th and ending on June 30th. The report will be returned to Council with public comments at the July 20th Council meeting.

CARRIED

c) Reserve Policy

MOTION R21/169
MOVED AND SECONDED

THAT the Reserve Policy staff report be received for information and discussion, and;

THAT Staff be directed to prepare a DRAFT Reserve Policy incorporating the recommended Reserve Funds outlined in this report.

CARRIED

d)) Use of Sewer Surplus Funds for procurement of four sewage lift station generators

MOTION R21/170
MOVED AND SECONDED

THAT the Use of Sewer Surplus Funds staff report be received for information and discussion, and;

THAT Staff be directed to proceed with an Invitation to Tender/RFQ in accordance with Village of Sayward Procurement Policy No. 08-03 as the first step in allocating surplus funds from the sewer service for the procurement and installation of four generators at the sewage lift stations, and;

FINALLY THAT Staff return to Council with details received from the Invitation to Tender/RFQ to procure the four lift station generators at which time Council will opt to allocate funds for the procurement from either the COVID Strengthening Communities Reserve Fund or the Sewer Surplus fund.

CARRIED

e) Salmon River Inn - Request for Tax Waive and Water and Sewer User Fee Reduction

Mayor Baker declared a conflict and left the meeting.

MOTION R21/171
MOVED AND SECONDED

THAT the Salmon River Inn - Request for Tax Waive and Water and Sewer User Fee Reduction staff report be received for information and discussion, and;

THAT Council deny the request from Mr. Lal to waive his water and sewer user fees for the Salmon River Inn.

CARRIED

Mayor Mark Baker returned to the meeting.

f) Respectful Workplace Policy for Approval

MOTION R21/172
MOVED AND SECONDED

THAT the Respectful Workplace Policy #200-03 staff report be received for information and discussion, and;

THAT Council approve Policy 200-03 - Respectful Workplace Policy.

CARRIED

12. **Bylaws – None**
13. **New Business – None**
14. **Public Question Period (maximum 15 minutes) – None**
15. **In-Camera – None**
16. **Adjournment**

MOTION R21/173
MOVED AND SECONDED

THAT the Regular Meeting of Council for June 15, 2021 be adjourned.

CARRIED

The meeting was adjourned at 7:55 PM.

_____
Mayor

_____
Corporate Officer

101 Seaview Street
Sayward BC
V0P 1R0

July 9, 2021

Mayor and Council
Village of Sayward
PO Box 29
Sayward BC
V0P 1R0

To Whom it May Concern,

This is an update to my previous letter dated June 25, 2021. After being awoken by a few early 4:00 a.m. morning start ups by WFP in the past few days, the 5 days that the sort was shut down was pure heaven for those of us on the hill. The sense of calm and peacefulness was something that we have not experienced in awhile. The neighbours all around us were outside happily in their yards in the day as were we and they were all commenting on how wonderful the quiet was. It was such a joy to open the windows and have meals on our deck, something we are all mostly unable to enjoy with the WFP noise. Just being able to talk to each other and hear the birds was a treat in itself. Normally the windows are closed, and we are not on the deck as the excessive noise makes it impossible to talk out there.

My husband Jon Lyon has been talking to various people in the community lately and I understand that possible solutions are in the works. We look forward to being present at the July 20th council meeting. Thank you again for your efforts in finding a viable outcome that enhances the peaceful quality of life for the affected residents of the village.

I have also enclosed a few articles that may be helpful. One from the World Health Organization and another from Health Link BC as well as a few others.

KInd Regards,

Lana Lyon

101 Seaview Street
Sayward BC
V0P 1R0

June 25, 2021

Mayor and Council
Village of Sayward
PO Box 29
Sayward BC
V0P 1R0

To Whom it May Concern,

I am writing this letter in regards to the noise coming from the WFP logging sort operating below our houses. To be fair,in the past few months (although still very noisy from approximately 6 a.m. until around 5 p.m. with trucks, heavy equipment revving their engines as they go back and forth, back up alarms, the dropping and dragging of logs and the chainsaws) it is mostly quiet after that unless something is being fixed or someone decides to cut firewood. In these circumstances, the noise continues in the form of chainsaws, hammering and running of heavy equipment. Last week chainsaws continued until 10:15 at night. I was in bed not sleeping but trying to read and even that became impossible. I used my phone app NIOSH SLM to take noise readings which I have included with this letter. I am now very concerned that the sort might be planning on working night shifts again.

When we have talked about this in the past three years we have been met with many different answers and comments. Some were "Wear earplugs", "This is a logging town", "WFP pays much of the taxes", "I don't hear anything; I just turn off my hearing aid", "Did you do your homework when you bought the house?" Trust me, I have been told many times and am aware WFP pays a majority of taxes in the village and that this is a logging town. I am also aware of the fact that everyone is trying to earn a paycheck. I completely supported the loggers and dropped off food and beverages at the strike locations and offered words of encouragement and respect as did many others. We also did our homework at the time of purchase by talking to our realtor and neighbours and learning that the sort shut down at 4:30 p.m. or 5 p.m. everyday. We were okay with that. We however did not realize it would operate seven days a week. Lastly, we did not come from the city. We are from Port Hardy where I personally lived for 30 years. Port Hardy is also a logging town and like Sayward much of the townsite was built by MacMillan Bloedel. However, in Port Hardy the logging happens away from the townsite. Residents are not kept awake at night and they do not have to hear the noise every single day.

So, in summary, I am asking for, and hoping for some respect as well, in order to be able to sleep at night. We live directly above the sort. Sleep is not possible with the incredible noise coming from below when the sort operates at night. My neighbours move to their basement at the back of their house when the sort operates at night. My other neighbour has moved his bedroom to the front of his house. We have had expensive triple pane windows installed in our bedroom as well as noise insulating blackout curtains but still the noise comes through. I wear earplugs nowadays if I would like to sleep longer than 6 a.m. and every night when the sort operates 24/7. After a while my ears start to itch and become painful. Without a full night's sleep for days in a row, our health declines mentally and physically.

We cannot entertain outside in our yards or on our decks because of the noise. We have had many guests visit and ask us "How can you stand this everyday?" Imagine a chainsaw in your backyard everyday and then at night. Imagine logs dropping, lights bright enough to light up your entire backyard. The fact is, everyone on this street pays taxes as well; we are all members of this community. Some have been here almost 40 years. They are not "new".

It is my understanding that the existing noise bylaw from 2005 is not being enforced at this time. We have also been told over the years by the Mayor and council that they are working on an updated noise bylaw that would address and work for all members of the community, not just the highest paying taxpayer. Will this be enforced? We are still waiting and hoping.

I sincerely hope you consider all of my comments. We love Sayward (except for the noise) and hope to remain here for years to come. But, the bottom line is, the noise issue still exists for many taxpayers in this community. The solution needs to happen quickly and work for everyone. Thank you for your time.

Kind Regards,

Lana Lyon

Lana Lyon

Call 8-1-1

BRITISH COLUMBIA HealthLinkBC

Home / Health Topics / Search Health Topics / Harmful Noise Levels

Harmful Noise Levels

Topic Overview

The effects of noise on hearing vary among people. Some people's ears are more sensitive to loud sounds, especially at certain frequencies. (Frequency means how low or high a tone is.) But any sound that is loud enough and lasts long enough can damage hearing and lead to hearing loss.

A sound's loudness is measured in decibels (dB). Normal conversation is about 60 dB, a lawn mower is about 90 dB, and a loud rock concert is about 120 dB. In general, sounds above 85 are harmful, depending on how long and how often you are exposed to them and whether you wear hearing protection, such as earplugs or earmuffs.

Following is a table of the decibel level of a number of sounds.

Noise measurement report

Date: 2020-06-21, 8:11 AM

Operator:

Place:

Measurement results

Measurement time (hh:mm:ss)	00:02:06	
LAeq	55.1	dB
Max. level	63.6	dB
LCpeak	83.8	dB
TWA		dB
Dose		%
Projected dose		%

Notes

Noise measurement report

Date: 2020-07-01, 12:27 AM

Operator:

Place:

Measurement results

Measurement time (hh:mm:ss)	00:03:08	
LAeq	45.0	dB
Max. level	55.9	dB
LCpeak	77.2	dB
TWA		dB
Dose		%
Projected dose		%

Notes

Noise measurement report

Date: 2021-06-18, 10:07 PM

Operator:

Place:

Measurement results

Measurement time (hh:mm:ss)	00:02:48	
LAeq	52.8	dB
Max. level	69.2	dB
LCpeak	86.7	dB
TWA		dB
Dose		%
Projected dose		%

Notes

Noise measurement report

Date: 2021-07-09, 4:56 AM

Operator:

Place:

Measurement results

Measurement time (hh:mm:ss)	00:03:23	
LAeq	57.9	dB
Max. level	68.2	dB
LCpeak	92.6	dB
TWA		dB
Dose		%
Projected dose		%

Notes

Noise measurement report

Date: 2021-07-09, 4:59 AM

Operator:

Place:

Measurement results

Measurement time (hh:mm:ss)	00:01:52	
LAeq	56.7	dB
Max. level	67.4	dB
LCpeak	87.8	dB
TWA		dB
Dose		%
Projected dose		%

Notes

Village of Sayward

Bylaw Complaint Form

For your convenience, you may now submit a Bylaw complaint online.

This information is kept confidential, but is subject to the provisions of the Freedom of Information and Protection of Privacy Act.

Complainant Information

Complainant Name

J-Francois Morin

Street address:

111 Seaview Street

Mailing address:

P.O. Box 237

City/Town:

Sayward

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Postal Code

V0P1R0

Phone number:

250-204-4864

e.g. 123-456-7890

Email:

jnfrmorin@outlook.com

Nature of complaint:

Incident date:

06/26/2021

Incident location:

Dry land sort on Sayward road

Nature of incident:

At 04:30 AM Western Forest Product (WFP) started their work at the dryland sort with their heavy machinery and chainsaws resulting in waking me up due to the extreme noise which goes against the bylaw #342 that noise are to be between the hours of 7:00 AM to 8:00 PM. After being awake I was unable to return to sleep.

☑ I certify that the information contained in this Bylaw Complaint Form is true to the best of my knowledge and belief.

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Email:

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Nature of complaint:

Incident date:

06/27/2021

Incident location:

Dry land sort on Sayward road

Nature of incident:

Again, at 04:30 AM Western Forest Product (WFP) started their work at the dryland sort with their heavy machinery and chainsaws resulting in waking me up due to the extreme noise which goes against the bylaw #342 that noise are to be between the hours of 7:00 AM to 8:00 PM. After being awake I was unable to return to sleep.

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e.g. 123-456-7890

Email:

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Nature of complaint:

Incident date:

07/05/2021

Incident location:

Dry land sort on Sayward road

Nature of incident:

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07/06/2021

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07/07/2021

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e.g. 123-456-7890

Email:

jnfrmorin@outlook.com

Nature of complaint:

Incident date:

07/08/2021

Incident location:

Dry land sort on Sayward road

Nature of incident:

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Nature of complaint:

Incident date:

07/09/2021

Incident location:

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Nature of incident:

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Phone number:

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e.g. 123-456-7890

Email:

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Nature of complaint:

Incident date:

07/10/2021

Incident location:

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Nature of incident:

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Phone number:

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e.g. 123-456-7890

Email:

jnfrmorin@outlook.com

Nature of complaint:

Incident date:

07/11/2021

Incident location:

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Nature of incident:

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VILLAGE OF SAYWARD

BYLAW COMPLAINT FORM

Date July 5 /2021

Name of Complainant Jon Lyon

Address of Complainant 101 SeaView st.

Phone No. of Complainant 780-518-3031

Nature of Complaint: (include date and address of where incident happened)

Excessive Noise of dropped Logs + power saws at 4:30 A.M. Woke me up.

Jon Lyon

Signature of Complainant

BCEHS | BC Emergency Health Services
Provincial Health Services Authority

May 19, 2021

Village of Sayward

Ann MacDonald, Chief Administrative Officer

Via e-mail:
cao@saywardvalley.ca

Hello Mrs. MacDonald,

RE: Scheduled On-Call (SOC) – Vancouver Island / Gulf Islands Prototype

We are pleased to be able to provide an update on how BC Emergency Health Services (BCEHS) is enhancing emergency services in rural and remote communities like yours.

Historically, BCEHS has relied on on-call staffing (often referred to as 'casual' in other areas of health care) to maintain ambulance service in small communities. We have been fortunate to have dedicated and committed paramedics in many communities, but this staffing model presents challenges for reliable coverage, pay and career pathways as well as maintaining staff in these communities. Without a regular, predictable income, paramedics seek to move to larger communities to secure full-time work.

As part of the 2019-2022 Collective Agreement between BCEHS and the Ambulance Paramedics and Dispatchers of BC (CUPE Local 873), several initiatives were agreed on to create permanent, salaried jobs for paramedics, including a new staffing model called Scheduled On-Call (SOC). BCEHS and CUPE 873 - the union representing paramedics - have agreed to these changes and the employees themselves ratified the agreement. With plenty of collaboration, joint committees and planning, we are working together to see the successful implementation of this model.

With the introduction of SOC, we will be creating regular part-time SOC unit chief positions at every rural and remote station in BC that does not currently have a regular unit chief. Many areas will also see an expansion of community paramedic services. Introducing the SOC model, as well as changes we are making to convert 'stand-by' on-call shifts to regularized positions, where possible, will help stabilize staffing and improve emergency coverage in these communities. These changes are now underway on Vancouver Island and on some Gulf Islands. Other parts of the province are still under analysis and more should be known about those resources later this summer.

Although these changes are exciting and necessary for improvements to happen, we understand there may be impacts and transitional periods along the way. We are talking with our staff and providing as much information as we can during this time of change and encouraging those interested in regular work to apply for the many permanent positions being created. Overall, the SOC model will be creating more than 170 regular positions across the province. In addition, BCEHS has also invested and implemented changes to other staffing and scheduling models to improve patient care. These initiatives are adding hundreds of new regular positions across the province.

The intent of all these changes is to increase the number of regular positions in smaller communities, provide stable employment for paramedics and opportunities to further their careers in these communities. For residents in these communities, SOC aims to provide more consistent emergency health coverage along with new opportunities for paramedic support to local health services.

This kind of transformation is the largest ever undertaken by our organization and one that we expect will better integrate with community health services and enhance our services to patients in a variety of ways.

If you would like more information, we would be happy to meet with you virtually. Alternatively, you can email MyCommunity@bcehs.ca for more information.

Sincerely,

Signed by

Darlene MacKinnon
Chief Operating Officer
BC Emergency Health Services



PHASE 1 REPORT

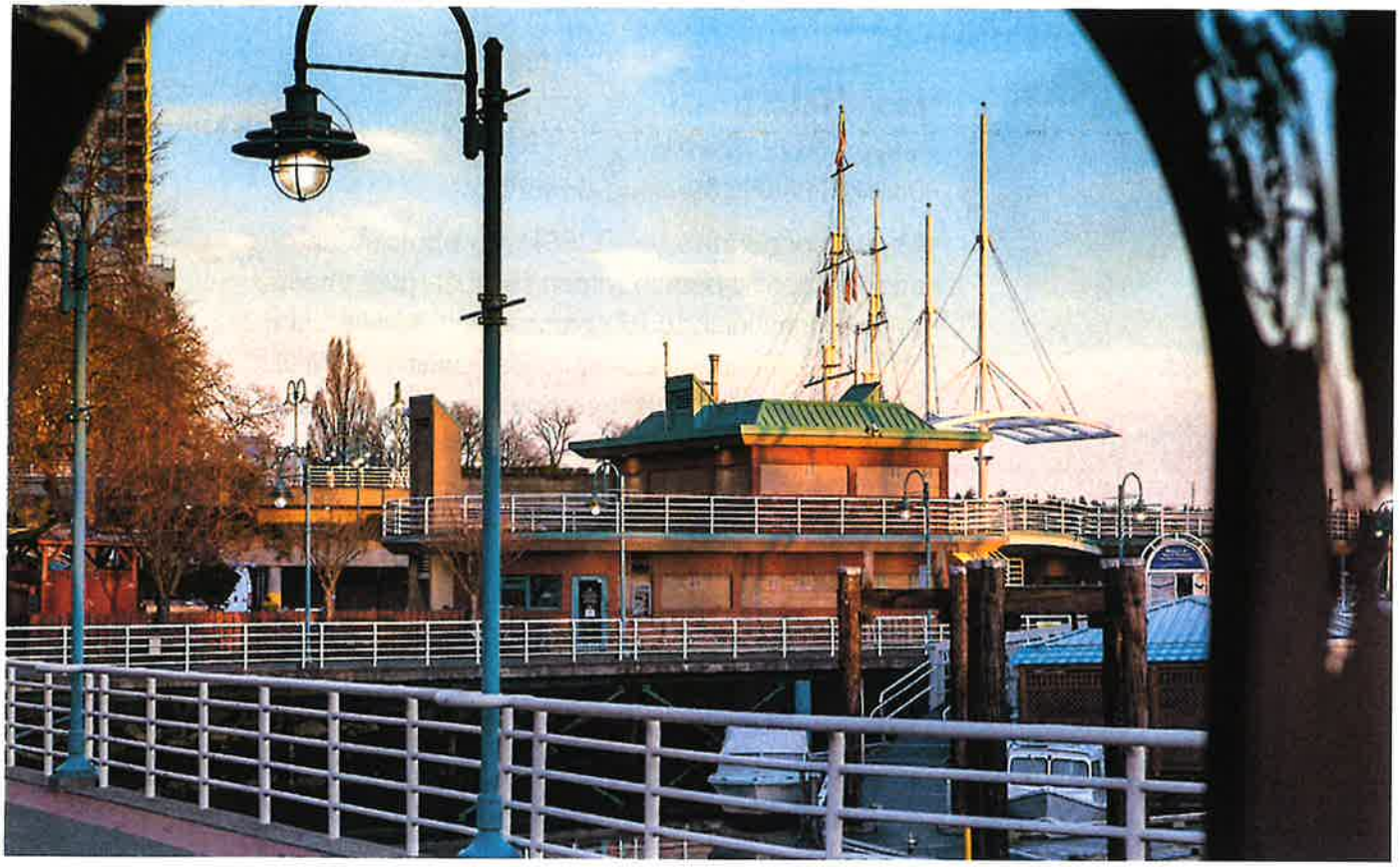
Coastal Communities Social Procurement Initiative (CCSPI) 2019—2021

Procurement for Community Wellbeing.

The regional initiative that's changing the culture of procurement to create community benefits.

Table of Contents

03 Executive Summary
05 Goals and Outcomes
07 What is Social Procurement?
08 Partners
09 Statistics
10 Myths vs. Facts
11 Program Timeline
12 The Member Journey
13 Select Member Highlights
15 Social Procurement in Action
16 Case Study #1: City of Victoria
17 Case Study #2: District of Port Hardy
18 Case Study #3: Comox Valley Regional District
19 Supplier & Industry Engagement
21 Impact Measurement & Looking Ahead
22 Next Steps
23 Acknowledgments



Executive Summary

The Coastal Communities Social Procurement Initiative (CCSPI) was established in 2018 by and for local governments on Vancouver Island and in the Coastal Communities.

In just two years, CCSPI members have realized over $200 million in social procurement spend by adding social value to their purchasing practices, generating significant community benefits from existing procurement dollars at a time when local economies need it most.

The initiative, which is unique in Canada as a regional approach, is delivered by a partnership team of social procurement, community impact and industry experts who provide the training, tools and quality assurance required to support CCSPI members on their journey towards integrating social procurement practices. These are new practices that can help to unlock additional social value from an organization's existing spending that can align with strategic objectives and community goals.



LISA HELPS

Mayor, City of Victoria
Co-Chair, CCSPI Steering Committee

It's been wonderful to see CCSPI grow from an idea and a small collaboration among six local governments to a fully functioning social procurement initiative with almost 30 members. CCSPI provides significant value to our procurement staff by empowering them to use procurement to the benefit of our local economies and communities. We look forward to working to scale CCSPI across British Columbia to help more communities and other public agencies to align their spending with the values of their communities.



COLLEEN EVANS

Councillor, City of Campbell River
Co-Chair, CCSPI Steering Committee

Getting to this point has been a truly collaborative effort and the lessons learned, models, and templates CCSPI has developed are playing a vital role in creating healthy communities, supporting social inclusion and enhancing the wellbeing of local residents. As CCSPI membership continues to grow, we're encouraged by the enthusiasm and commitment of elected representatives and members who are actively considering what could be achieved if even just a small percentage of public spend was focused on 'value adding' to generate positive community benefits.



CCSPI Goals & Outcomes

01

GOAL: Local governments in the Vancouver Island and Coastal Communities region are embracing and implementing social procurement.

OUTCOME: 27 local governments are members of CCSPI and working towards social procurement implementation.

02

GOAL: Standardized approach to social procurement across local government, while each community has the ability to create community-specific social value.

OUTCOME: Standardized practices for procurement, vendor outreach and impact measurement are being adopted across the region. Members' strategic planning and policy inform community-specific needs.

03

GOAL: Procurement staff are trained in social procurement and have the ability to issue tenders and RFPs that result in community benefits.

OUTCOME: Over 150+ staff from CCSPI member organizations have taken part in training sessions and have access to a comprehensive library of examples, templates and other resources.

04

GOAL: Product and service suppliers are fully engaged, bidding on contracts, and responding to RFPs issued by local governments.

OUTCOME: CCSPI members are engaging with suppliers, creating a culture shift and building the capacity that allows them to respond to bid opportunities.

CCSPI Goals & Outcomes

05

GOAL: The provincial government is aware of and supportive of CCSPI.

OUTCOME: The BC Government has been represented at the CCSPI Steering Committee since its inception and is supporting the initiative's phase 2 expansion across the Province.

06

GOAL: A robust monitoring and reporting framework is in place.

OUTCOME: CCSPI has partnered with Royal Roads University to develop a standardized impact measurement framework, informed by both buyers and vendors, and connected to regional SDG targets.

07

GOAL: CCSPI is a long-term, sustainable initiative.

OUTCOME: CCSPI will be expanded through 2021-24 to advance the adoption and integration of social procurement policies and practices across British Columbia.

08

GOAL: Interest is demonstrated by the wider Municipal, Academic Institutions, Schools and Hospitals (MASH) sector.

OUTCOME: Recent CCSPI members include academic institutions and school boards. Interest is also being demonstrated by other institutional purchasers across the MASH sector.



What is Social Procurement & Why is it Important?

Social procurement is an emerging best practice that represents a significant shift from 'lowest price' to 'best value'.

Governments and other large purchasers like hospitals and post-secondary institutions collectively procure billions of dollars of goods and services. By implementing social procurement practices, these organizations can leverage a significant amount of additional social value and community benefit from this existing purchasing.

Social procurement takes into consideration not only price and quality, but also the community outcomes and potential benefits that can be generated through purchasing practices. It allows for procurement to become a tool for building healthy communities and local economies by valuing local employment, training opportunities, social value supply chains and other community outcomes.

Social procurement can help to integrate social outcomes right across an organization's spending, from small spends that are made on a day-to-day basis, to integrating social value criteria into requests for proposals and tenders for goods and services, to major construction and infrastructure projects. Purchasing decisions can be measured against pre-determined criteria that are connected to an organization's community goals and strategic plans.

CCSPI is Delivered in Partnership by:

BUY SOCIAL CANADA

Buy Social Canada believes in building community capital: healthy communities that are rich in human, social, cultural, physical, and economic capital. By building relationships between social suppliers and purchasers, Buy Social Canada is leading the movement for community capital creators across the country.



David LePage — Managing Partner, Buy Social Canada

"CCSPI has become the showcase for community collaboration - leveraging shared resources to build resilient local economies, create local jobs, and provide opportunities for all the members of the community."

PRESENTATIONS PLUS TRAINING & CONSULTING INC.

Presentations Plus provides expert consulting and advice on social procurement to both public and private sector organizations, and has assisted many leading Governments and companies in the implementation of social procurement best practices.



Larry Berglund — Principal, Presentations Plus

"The awareness of social procurement options, within the communities, has led to more responsive and effective outcomes."

SCALE COLLABORATIVE

Scale Collaborative's mission is to create a thriving, connected, and financially resilient social change sector. Scale Collaborative works with nonprofits, social enterprises, and other social purpose organizations to explore how they can become more independent, innovative, resilient, and impactful.



Kristi Fairholm Mader — Co-Founding Partner, Scale Collaborative

"It is exciting to work with local governments and buyers who are using purchasing power to help support inclusive and sustainable communities."

VANCOUVER ISLAND CONSTRUCTION ASSOCIATION (VICA)

Vancouver Island Construction Association (VICA) serves the construction community on Vancouver Island, the Gulf Islands, and other coastal areas of British Columbia.



Rory Kulmala — CEO, Vancouver Island Construction Association

"CCSPI is the model for working locally and together across the Island and along the coast."

CCSPI Statistics

$200m

Procurement spend with added social value.

150+

Individual staff members trained.

50+

Pilot projects undertaken.

40+

Training sessions and webinars held.

29

Participating governments and organizations.

25+

Resources, case studies, and templates developed.

Social Procurement Myths vs. Facts

Although many governments and organizations across the world are already seeing tangible and measurable results from implementing social procurement practices, moving to this new way of buying things still represents a significant change from the status quo. Common myths and questions about social procurement exist.

These types of questions are indicators of the change taking place at a broader level, and the growing voices calling for a shift from practices that harm people and the planet. Historically, procurement has excluded smaller businesses and diverse suppliers, and has viewed environmental and social outcomes as a cost, not a benefit. Social procurement represents systemic change.

Is it legal?

Yes! It is.

Is the quality lower?

No! It isn't.

Does it cost more?

No! It doesn't.

Are the social value suppliers out there?

Yes! They are.



"Are the dollars we spend gaining the best value and outcomes for our communities?"

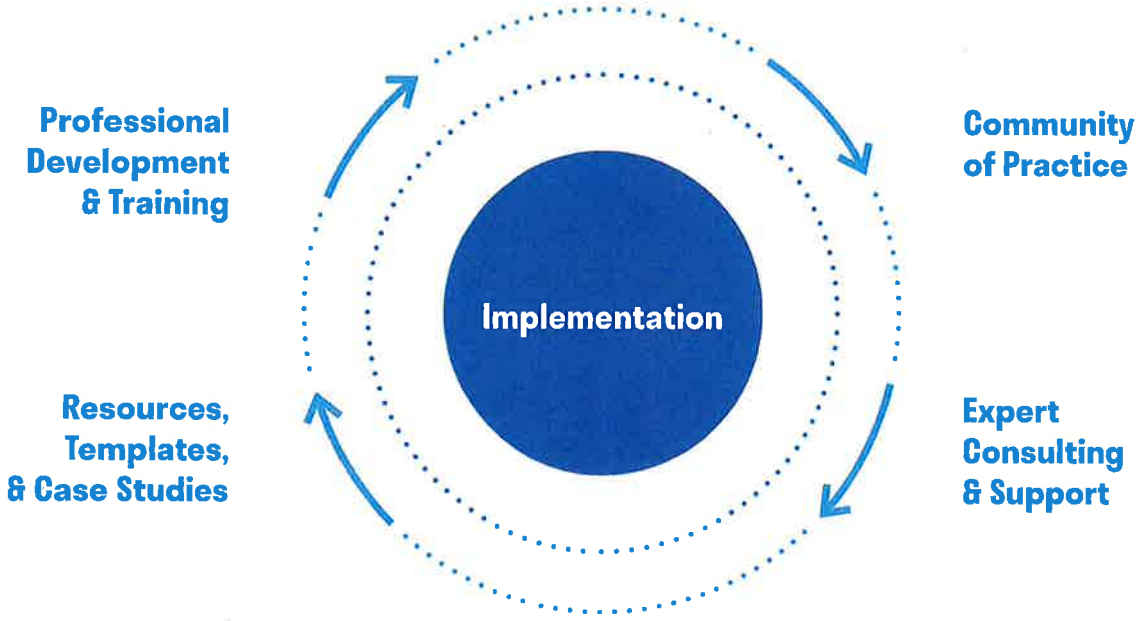
CCSPI Program Timeline

In 2016, a group of community leaders looked at the billions of dollars being spent across Vancouver Island and the Coast, and asked, "are these dollars gaining the best value and outcomes for our communities?". Two years of development later, six local governments launched CCSPI as a 2-year pilot. Since then, CCSPI has grown to include almost 30 members (and counting) that have access to professional development and training, expert consulting and advice, a rich library of resources and tools, and a thriving community of practice.

Using these tools and resources, CCSPI members have piloted social procurement in over 50 projects across the region, from smaller credit card spends, to goods and services tenders to major construction projects.

Collectively, the membership is building a regional social value supplier database and other resources to build the capacity of suppliers to be able to bid on and deliver on government and institutional procurement opportunities.

In order to measure the important impact of this work, CCSPI is collaborating with Royal Roads University to develop a common measurement framework for CCSPI members to use that aligns with the United Nations Sustainable Development Goals (SDGs).





The Member Journey: From Onboarding to Implementation

CCSPI members are leading the way in changing the systems and culture of institutional procurement. This type of systemic and culture change can be challenging; it needs to be supported at multiple levels, including political, organizational leadership and staff level. These elements contribute to the successful adoption of social procurement:

CCSPI CORE TRAINING:

SP101— Introduction to Social Procurement

SP201— Social Procurement Implementation

SP 301— Social Procurement in Construction Projects

- Support from both political and staff-level representatives
- "Champions" in positions of leadership that can set the vision for and support the implementation of social procurement practices
- Social procurement outcomes are aligned with community strategic plans and directions
- Representatives across organizational departments participate in education and training together
- Procurement and other staff are supported to learn and develop new practices
- Pilot projects are manageable and provide an opportunity for local suppliers and vendors to bid on
- Anticipation of learning and adaptation from pilot project outcome
- Support, in staff time, to learn and develop new practices

Select Member Highlights:

Alberni Clayoquot Regional District (ACRD)

The ACRD has trained staff in implementation of social procurement practices, and piloted social procurement in several projects. They included creating a social procurement policy as an objective in their 2021-2024 strategic plan.

Comox Valley Reginal District (CVRD)

The CVRD has trained staff, and piloted social procurement in a variety of projects of different sizes with successful outcomes. CVRD has social procurement included in their purchasing policy and have included social procurement as a key service outcome in their corporate plan.

Village of Cumberland

Cumberland was the first municipality in BC to adopt a social procurement framework. Social procurement is included in the Village's purchasing policy.

City of Nanaimo

The City has trained staff and included social procurement in their sustainable procurement policy. They now intend to move ahead with pilot projects and supplier engagement.

City of Campbell River

The City has trained their staff in social procurement implementation and is piloting social procurement in a number of goods and services contracts. Moving forward they plan to add social procurement to their purchasing policy.

City of Courtenay

The City has trained staff in social procurement implementation and are intending to include social procurement in their purchasing policy before moving ahead with piloting social procurement in purchasing projects.

Cowichan Valley Regional District (CVRD)

The CVRD has trained staff and piloted social procurement practices in several projects. They released a Request for Information (RFI) to collect information about social value suppliers in the region. Developing procurement policies to promote social equity was included as an objective in their 2020 – 2022 strategic plan.

District of Port Hardy

The District has trained staff and included social procurement in their general purchasing policy. They have successfully trialed social procurement in a number of projects including their arena revitalization.

Select Member Highlights:

City of Powell River

The City has trained its staff in social procurement implementation and is currently working towards including social procurement in their purchasing policy.

qathet Regional District

The Regional District has trained staff in social procurement implementation and updated its purchasing policy to include social procurement. They are piloting social value criteria in a number of projects some of which have led to some good local employment outcomes.

Town of Qualicum Beach

Qualicum Beach has included social procurement in their purchasing policy and have piloted social value criteria in a variety of projects, leading to excellent outcomes that align with their community social objectives and goals.

District of Sooke

Sooke has included social procurement in their purchasing policy and intends to move ahead with staff training and social procurement implementation.

City of Duncan

The City has included social procurement in their purchasing policy. They are moving towards staff training and social procurement implementation.

District of Squamish

The District has included social procurement in their purchasing policy and have trained their staff in social procurement implementation. Squamish has also created an internal working group to focus on supplier outreach.

City of Victoria

The City has trained their staff in social procurement implementation. They are including social value criteria in many of their tender documents and in mandatory training for their corporate purchasing card holders. The City has also released a Request for Information (RFI) to collect information about social value suppliers in the region.

District of Tofino

Tofino has trained staff in social procurement implementation. They included social value criteria in a major streetscape revitalization project that allowed local contractors to be employed for some portions of the work and they are integrating community benefit outcomes within an upcoming wastewater treatment plant project.





Social Procurement In Action

CCSPI members have now successfully piloted social procurement in over 50 projects across the region. These include small spends like corporate purchasing card procurement, RFPs for goods and services like maintenance, and large construction & infrastructure projects. These snapshots of three of the pilot projects are taken from full case studies which are available at www.ccspi.ca

CASE STUDY #1

City of Victoria: Small Spends for Community Benefit

> When people are making small purchases, they don't think they can make a difference. However, telling them that the City makes a 3.9M collective purchase made them think they could do some good. This was exciting and empowering.
>
> —Leah Hamilton
> Buyer, City of Victoria

In 2019, the City of Victoria spent approximately $3.9M using corporate purchasing cards on purchases under $1500. There are over 600 purchasing card holders working at the City who have discretion on where and what they purchase and regularly make purchases related to catering, travel, restaurants and office supplies

By educating and empowering these staff, the City identified an opportunity to achieve many small wins that add up quickly and significantly. Now, when making purchases, staff consider supply chains, local jobs and living wages.

When the economic multiplier effect is applied, there is significant community benefit that can be generated from these purchasing decisions. Encouraging staff to consider social value in addition to price is a key shift and empowers them to make decisions that have positive outcomes in the community.

Moving forward, the City is continuing with mandatory internal training and building a dedicated resource site for its staff that is populated with a list of local social value suppliers and success stories.





CASE STUDY #2

District of Port Hardy: Test-Driving Community Value

Port Hardy's recreation centre is the beating heart of its community, providing health and wellness services and a place for people to gather. In 2019 the District identified various renovation work was required that included the refrigeration system, a new roof, and other work inside the arena. Working with one of CCSPI's sample templates, the District was able to incorporate social value definitions and used a 'descriptive' process so that proponents could describe how they wanted to achieve community benefits including any anticipated associated costs.

The resulting Request for Proposals (RFP) aimed to integrate local employment, local supply chain management and local living outcomes. One of the goals was that project managers would look for suppliers that also embody and create social value and community benefit. With respect to social value the proponents varied their responses, which included environmental conscience, employment of local labour force and individuals facing barriers, apprenticeships offered, involvement with and financial support of local community non-profit groups and unique methods of tracking energy savings upon completion of the project.

One of the key project outcomes was increased engagement with local First Nations, who use the recreation services regularly. The District consulted with local First Nations on how they would like to be involved in the project and also related business and employment opportunities.

> **Social procurement is about being inclusive, about the environment, and about the community, workforce and local economy.**
>
> —Allison McArrick, CAO (fmr), District of Port Hardy

> **How we spend taxpayer dollars should be reflective of the universal values of the communities we serve. In many cases social procurement can improve the overall value to the taxpayer by generating positive outcomes for the community without materially impacting cost.**
>
> —Scott Hainsworth, Manager of Operating and Capital Procurement (fmr), Comox Valley Regional District

CASE STUDY #3

Comox Valley Regional District: Keeping It Simple

The Comox Valley Regional District is constructing a new water treatment system with a project value of $126M. The Regional District was able to obtain funding from a Federal grant that included Infrastructure Canada's Community Employment Benefits Program, and the project proved to be a good opportunity to incorporate social procurement concepts that included employment and skills training and apprenticeship opportunities for local marginalized people.

Proponent evaluation criteria was structured to maximize value. Response requirements included commitments of proposed community employment benefits for target groups which were evaluated alongside cost, experience and quality. The Regional District also held commercially confidential meetings with each proponent that allowed for a more collaborative process and an opportunity for engagement on desired social procurement outcomes.

The project is now well underway and on track for its original completion date. Per the latest project updates, community employment benefit hours are tracking well above the committed totals, with forecasts projecting almost twice the committed hours for underrepresented populations. Notably, there were no additional cost implications associated with the social procurement concepts that were included in the request for proposals.

Supplier & Industry Engagement

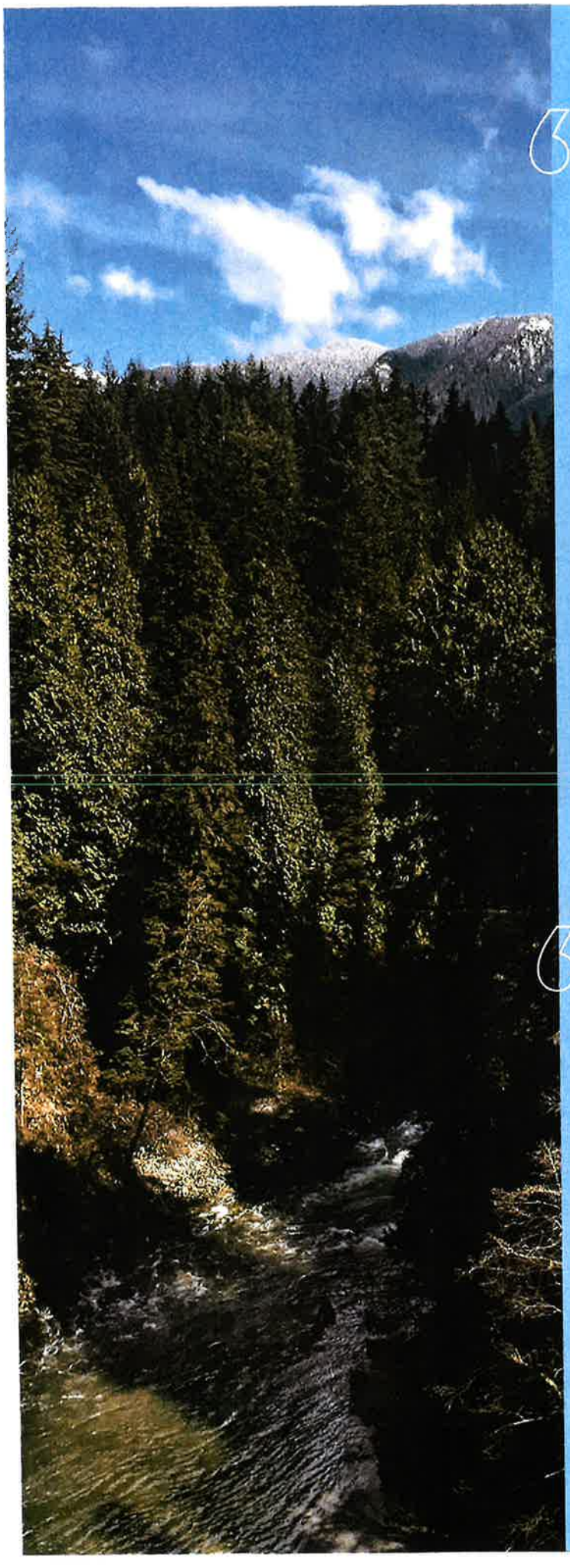


CCSPI works with its members to help identify and connect with the social value suppliers and vendors in their communities.

The initiative provides supplier education, support and resources to help social value suppliers build their capacity to respond to and deliver on institutional procurement opportunities.

Working with Chambers of Commerce and Economic Development Organizations, CCSPI members are building a regional social value supplier directory that will allow them to identify those suppliers in the region who have a social value component to their business or enterprise.

This 'whole ecosystem' approach recognizes that both purchasers and suppliers need to speak the same language, foster common understanding, and helps build bridges to lasting business relationships that can support local economies.



"Social procurement, primarily through the Community Employment Benefits initiative, is important in our industry. While it can be more challenging for contractors to make community employment commitments during the tendering phase, the initiative is enabling the industry to improve and progress. I am proud of the Aecon team here at the Comox Valley Water Treatment Project as we were able to double all of our employment commitments to date (e.g., Indigenous Peoples, Under-represented Populations, and apprentices) while maintaining a workforce almost entirely local to the Island.

—Jamie Abernethy, Project Director
Aecon Water Infrastructure

AECON

"Achieving meaningful, positive, social value, while remaining financially prudent, is a challenging balancing act for any organization. With the resources and best practices CCSPI has developed, through continued consultation with local suppliers and vendors, we are optimistic their members will be well equipped to realize measurable social benefits with their spending.

—Yosef Suna ASCT, GSC
General Manager, Knappett Industries

Knappett INDUSTRIES

> A regional measurement framework will provide certainty for suppliers while also creating opportunities for CCSPI members to share best practices and improve the implementation of their social procurement policies.
>
> —Heather Hachigian, Assistant Professor, Royal Roads University

Royal Roads UNIVERSITY

Impact Measurement

CCSPI has partnered with Royal Roads University to develop a region-wide impact measurement framework that aligns with the United Nations Sustainable Development Goals (SDGs).

Both procurement officials and the supplier community are engaged in developing meaningful and effective impact metrics and processes.



Looking Ahead

As Phase 1 draws to a close, this is a moment to reflect on all that has been achieved, and set our sights collectively on next steps.

Phase 2 will see CCSPI expand across British Columbia. The initiative will build on existing training, resources and learning and expand on supplier and vendor outreach and capacity building. BCSPI will create a connected network of local governments and institutional purchasers across the Province. who are implementing social procurement best practices. Phase 2 will also focus on the impact measurement tools and resources required to measure the impact of their social procurement, both by organization as well as across the region.

Next Steps:

2021

Expand CCSPI membership on Vancouver Island and in the Coastal Communities, inviting participation from institutional purchasers like school boards, post-secondary institutions and health authorities.

2022—2024

Expand CCSPI membership to more communities across British Columbia.

What Could Be Possible If...?

- By 2024 at least 100 local governments and institutional purchasers in BC have participated in CCSPI membership offerings
- Member governments and intuitional purchasers are including social value outcomes in at least 50% of their procurement
- Suppliers have been engaged and submitted RFPs or other bid documents that meet or exceed local government and purchaser objectives and expectations
- Suppliers with no previous engagement with institutional purchasers have gained the capacity to bid and deliver on contracts
- CCSPI members are utilizing a common impact measurement framework, demonstrating in full the local community impacts and benefits of their purchasing practices.

Participating Organizations

Alberni-Clayoquot Regional District

British Columbia

City of Campbell River

Government of Canada / Gouvernement du Canada
Canada

City of Courtenay

Comox Valley Regional District

The Village of Cumberland

Duncan
City of Totems

CRD
Making a difference...together

CVRD

Town of Gibsons

Ladysmith

Nanaimo
The Harbour City

North Island College
NIC

City of Port Alberni

Port Hardy

Powell River
coastal by nature

School District 47

qathet Regional District

Town of Qualicum Beach
Incorporated 1942

Regional District of Nanaimo

the Village of Sayward

District of Sechelt

Sunshine Coast Regional District

District of Sooke

Squamish

Strathcona Regional District

District of Tofino

The City of Victoria

Acknowledgements

CCSPI is supported by ICET. We acknowledge the leadership shown by the steering committee and local governments, organizations and institutions who are pioneering social procurement practices in our region and beyond.

icet ISLAND COASTAL ECONOMIC TRUST

Learn more about CCSPI at www.ccspi.ca

Become a member of CCSPI:
Contact Robert Fisher, Project Coordinator at
rfisher@scalecollaborative.ca

MAYOR'S REPORT

For: Mayor and Council
Prepared by: Ann MacDonald, CAO
Subject: **Impacts of BCEHS SOC Staffing Model on Sayward**
Meeting date: July 20, 2021

BACKGROUND

BC Emergency Health Services (BCEHS) has introduced a new staffing model called Scheduled On-Call (SOC). The Village of Sayward will experience two big negative impacts with this model:

1. Significant increase in call outs on volunteer responders.
2. Very difficult to attract new staff without the guarantee of hours.

Sayward has been awarded one position; other communities have several such as Quadra with four. A request for 3 additional SOC positions and 3 additional casual employees has been requested of Minister Dix, prudent support for 1100 residents, visitors, and highway traffic in the Sayward valley. The draft letter from Mayor Baker to Minister Dix is attached.

DISCUSSION

- BCEHS has introduced a new staffing model called Scheduled On-Call (SOC). The changes have been ratified by members of CUPE 873. The model replaces the previous on-call casual staffing model with the kilo guarantee that provided a guarantee for a certain number of hours.

- The Village of Sayward will experience two big negative impacts with the new model:

  1. Significant increase in call outs on volunteer responders.
  2. Very difficult to attract new staff without the guarantee of hours.

- Sayward has been awarded one position; other communities have several such as Quadra with four. A request for 2-3 additional casual employees seems prudent to support 1100 residents, visitors, and highway traffic, and to manage the number of calls for emergency services and provide for vacation and illness coverage.

- The new model creates one regular part-time SOC unit chief positions at Sayward. With only one permanent position here, and without the guaranteed kilo guarantee, there is the absence of

regular, predictable hours and income and we expect paramedics will move to larger communities to secure full-time work. It will also be difficult to attract staff in the first place, whereas the previous model, with the temporary kilo guarantee provided for enough hours that we were able to attract new responders.

- Our community volunteers will be called upon to fill the gap caused by our inability to attract staff. This effectively shoves costs away from the BCEHS and onto the backs of community paramedics and volunteer fire responders who are expected to experience significant increases in their call outs to make up for the newly created gap in service that is a consequence of the new model.

- BCEHS has stated that the previous model lacked reliable coverage, pay and a career pathway, and that made it hard to retain staff. That was why the kilo guarantee was included as a temporary measure for small communities like Sayward. It provided some guarantee of hours and was enough to attract new responders who needed the hours of experience to apply for full time jobs in bigger centres. That previous model did allow Sayward to attract newly hired responders wanting experience, though it did not help in retaining staff due to the absence of regular, predictable income. Over time, staff have chosen to move to larger communities for full-time work.

RECOMMENDATIONS

THAT the Impacts of BCEHS SOC Staffing Model on Sayward staff report be received, and

THAT staff be directed to send the attached letter from Mayor and Council to BCEHS with the request from Sayward that 3 additional SOC positions and 3 additional casual positions be assigned to Sayward.

_____

Mayor Mark Baker

Attached

the Village of Sayward

"Friend of Nature"

July 21, 2021

Honourable Adrian Dix
Minister of Health
PO Box 9050 Stn. Provincial government
Victoria, BC V8W9E2

RE: BCEHS **Scheduled On-Call (SOC) – Vancouver Island / Gulf Islands Prototype**

Please re-consider administration of the Scheduled On-Call staffing model as it pertains to Sayward. While the changes may benefit paramedic staff and stabilize staffing and emergency coverage in larger communities it introduces new problems for us in Sayward. We request that you provide Sayward with at least three SOC versus the one we were assigned, and three casual positions. That will ensure we are able to manage the number of calls for emergency services, and also provide for coverage during times of vacation and illness.

The current call volume in Sayward is approximately 200 per year, up more than 655% over above the approximate 135 call volume in previous years. With only one SOC and only two or three casuals we are able to cover only 56 of the 120 shifts per month. This leaves us without coverage. The community of Sayward is rapidly aging, with the average at 58.7 and 30% of our population over 65 with 15% of our community members self-identify as indigenous. In the past year we have lost 9 casual staff members to larger centres where they can earn more than $2.00 per hour on call outs. This has left the community with significant gaps in health care coverage.

We are experiencing significant and negative impacts on our volunteer fire department, effectively shoving costs away from the BCEHS and onto the backs of our own local volunteer emergency responders. Under this model community volunteer fire responders are seeing significant increases in call outs to fill the service gap, our consequences of this model. All too often our volunteer firefighters are being called to drive an ambulance to Campbell River, being out of the community as long as 3 hours or more. In a remote, small, aging community we can not afford to lose our volunteer resources to drive an ambulance and be out of commission and out of town for that long.

Without the Kilo Guarantee, small ambulance stations such Sayward are being significantly and negatively impacted in our ability to attract staff and manage the additional burden on our volunteers who are called upon to fill this gap. We appreciate that the kilo guarantee was negotiated as a temporary measure; however, the number of SOC positions in our community must be modified.

Sayward Village Office, 652 H'Kusam Way, PO Box 29, Sayward, BC, V0P 1R0
Phone: 250-282-5512 Fax: 250-282-5511 e-mail: village@saywardvalley.ca

We encourage you to provide the 1100 plus residents of the Sayward area, including the wide range of visitors and highway users with the resources we require: 3 SOC positions and at least 3 casual positions. Thank you.

Sincerely, we await your reply.

Mark Baker, Mayor
Village of Sayward

Sayward Village Office, 652 H'Kusam Way, PO Box 29, Sayward, BC, V0P 1R0
Phone: 250-282-5512 Fax: 250-282-5511 e-mail: village@saywardvalley.ca

STAFF REPORT

To: Mayor and Council
From: Ann MacDonald, CAO
Subject: **Annual Report and Statement of Financial Information (SOFI) 2020**
Meeting date: July 20, 2021

BACKGROUND

The *Community Charter* requires municipalities to submit to the Province an Annual Report on the activities of the municipality and a Statement of Financial Information – both of which are required to be advertised to the public for a two-week period.

DISCUSSION

Annual Report: The information required by Sections 97, 98 and 99 of the *Community Charter* for Annual reporting was presented at the June 15th regular Council meeting and was made available for public viewing for a minimum of 14 days. That 14-day viewing window has now ended and no comments were received. Council is requested to approve the Annual Report which will then be forwarded to the Province.

SOFI: The SOFI was also advertised, and no comments were received. Staff have forwarded this report onto the Province (no Council approval was required).

STAFF RECOMMENDATIONS

THAT Council receives the Annual Report and SOFI 2020 staff report for information and discussion, and;

THAT Council approves the 2020 Annual Report for distribution.

Respectfully submitted,

Ann MacDonald, CAO

Prepared by: Lisa Clark, CFO

Attachments:

- ***2020 Annual Report***

Village of Sayward

2020 Annual Report



The Village of Sayward

P.O. Box 29, 652 H'Kusam Way

Sayward B.C. V0P 1R0

Contents of the Annual Report

Page 3: Message from the Mayor
Page 4: Village of Sayward Elected Officials
Page 5: Statement of Municipal Services and Operations
Page 7: Declaration of Disqualification of Council Members
Page 8: 2021 Strategic Objectives
Page 12: Statement of Property Tax Exemptions
Page 14: 2020 Audited Financial Statements





Message from Mayor Mark Baker:

2020 was a memorable year with the COVID -19 pandemic affecting everyone across the world. This Annual Report covers the financial reporting period of January 1, 2020 to December 31, 2020 including the 2020 audited financial statements, major initiatives, accomplishments, and other outcomes from a memorable year many would like to forget. Citizens of Sayward were supported by two separate elected Councils along with a small, dedicated staff at the Village office, all of whom work to serve the needs and interests of the residents of Sayward. I am proud of what we able to accomplish as a team, and proud of the work of previous Councils and I look forward to making continued progress as we move forward.

In 2020 long serving Mayor John MacDonald resigned, along with two Councilors. This led to a by-election and three new members of Council being elected in November 2020. The second council picked up the good work of the previous Council and finalized the assessment, funding and permitting for the decommissioning of the Newcastle Dam. While much of the work to complete this project was carried out in 2019, a severe weather event and other events in 2020 led to some delays in progress but the project is now on schedule for completion in the summer of 2021. 2020 saw a marked decrease in attendance at the Kelsey Centre as for much of the year the centre was closed. Many other programs in 2020 were also cancelled. We all look forward to a full year ahead.

As always, Council and staff can only do so much, and it is the wide and varied work of so many volunteers who make the Village of Sayward such a great place to live, work and raise a family. On behalf of all of Council, I wish to thank the many volunteers for all that you do. With that, I am pleased to present the 2020 Annual Report for the Village of Sayward on behalf of all members of Council.

Sincerely,

Mayor Mark Baker

Village of Sayward
Elected Officials 2020



Back Row, left to right - Councillor Wes Cragg, Councillor Tom Tinsley
Front Row, left to right – Councillor Sue Poulsen, Mayor Mark Baker, Councillor Norm Kirschner

Statement of Municipal Services and Operations

Strategic Goals	Objectives	Measures
1. Community Relations	Work on building a strong co-operative relationship with all residents of Sayward (Village and Valley): a) Involve Area Director in service delivery issues for all valley residents.	Area Director invited and attended, info sent out, input received on village and valley issues.
	b) Update and enhance the village website.	Website replacement scheduled for completion by July 2021.
	c) Mayor and Council to submit a monthly update to the Sayward News to help keep residents apprised of Village initiatives and goals.	Monthly updates included in the Sayward News publication by CAO to reflect work and progress of Council.
	d) Work in improving our relationship with the K'omoks First Nation, regular communications, and ways and means to jointly promote Sayward.	Working with K'omoks First Nation to update OCP and reflect cultural presence of KFN and to jointly promote Village of Sayward.
	e) Work with SRD on funding for services jointly used by all valley residents. Recreation, Fire, Health.	Discussions with Strathcona Regional District on joint funding models ongoing.
2. Economic Development	a.) Assist and support prospective businesses interested in locating to the Sayward area.	Village of Sayward supports requests from prospective business operators.
	b.) Work with local organizations and the Tourism committee to promote tourism and attract business investment to the Sayward area.	COVID -19 Restrictions have prevented much progress on this front in 2020.
3. Infrastructure upgrades & Asset Replacement	Be cognizant of Asset Management Plan and use it to identify projects for the Financial Plan.	Asset Management Plan and policies underway by Council.
a) Roads, Sewer, Water	Reapply for road (Kelsey Way & H'Kusam) grant.	Deferred until after water and sewer upgrades made.
	Apply for grant for generators for Sewer lift stations, reapply if necessary.	Grant application submitted for lift station generators early 2020.

	Design, construct and complete dam decommissioning project. Grant funding has been secured for the project.	All funding and permitting approvals put in place; Dam project to start in 2021; 2019, work delayed due to weather event.
b) Equipment, Vehicles	Identify issues from Asset Management Plan reports.	Continued progress made on Asset management policy towards planned reserve for replacement of aging equipment.
c) Recreation Centre/other buildings	Identify short and long-term projects for Kelsey Centre and include in budget discussions. Apply for grants.	COVID – 19 prohibited new programs; Fall 2021 expected to see renewed focus on KC.
d) Approve reserve policy and update bylaw and integrate into financial plan	Adopt a formal reserve policy and include in future Financial Plan. Update Reserve bylaw. Recognise the need to plan for capital asset replacements in accordance with the Asset Management Plan.	New policy underway for completion in 2021; delays due to disruption in Council business in 2020.
4. Living Green	a.) Continue to pursue the goal of becoming a carbon neutral community. Council has authorized a $10,000 transfer from the CARIP reserve in the 2019-2023 Financial Plan. b.) Continue to work with the Provincial Government and K'omoks First Nation to secure a community forest. c.) Continue to develop the Village trail system. d.) Continue to expand the Community Garden and flower gardens throughout the Village.	Continue looking for ways to reduce greenhouse gas emissions, CARIP project deferred to a future year. Community Forest initiative delayed due to COVID-19 Trail project maintained and promoted in 2020; gardens maintained in 2020.
5. Staff Professional Development	a.) Ensure staff and Village volunteers receive adequate emergency management training and the village has an emergency response plan in place. 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. c.) Institute a new employee performance evaluation system.	ESS and Emergency Program volunteers attended several training sessions, fire in early 2019 identified gaps and deficiencies that are being addressed. Staff professional development continued, seminars and courses taken. Employee Evaluation system developed in 2020.
6. Tourism Development	a.) Continue the Village beautification program including upgrading signage, cleaning and	Continued campground clean up, curb cleaning, painting and

	painting Village buildings and structures, and enhancing the Village gardens. b.) Work with local organizations and the Regional District to enhance signage and way finding in Sayward. c.) Support and work with the Tourism Committee. d.) Explore possibility of Christmas lights for the large tree at MacMillan and H'Kusam Way. e.) Research funding sources to dredge, aerate and rehabilitate the Village pond.	maintenance of gardens ongoing. Multiple meetings with the Tourism Committee help, ideas shared. Solar lights considered; project ultimately not pursued. Deferred to 2021.
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. b.) Review the Village fee structure to ensure it is up to date and equitable including water, sewer, recreation, other fees and charges. New fees & charges bylaw to be brought forward to Council.	Most projects were deferred to 2021 due to Council disruptions in 2020.

Declaration of Disqualification of Council Members

NIL



2021 Strategic Objectives

In addition to completing the remaining 2020 objectives, the following objectives will be the focus of Council and staff in 2021/2022.

Community Relations

Priorities	Progress Measures
• Work on building a strong co-operative relationship with all residents of Sayward (Village and Valley):	• Council and Electoral Area Director worked together on Salmon and White River Flood Hazard Study, joint project between SRD and Village of Sayward. Contract awarded to McElhanney in late Fall 2020 and work to be completed in Summer 2021.
• Update and enhance the village website.	• Website design project awarded to Upanup Ltd with new website to come on stream by July 2021.
• Mayor and Council to submit a monthly update to the Sayward News to help keep residents apprised of Village initiatives and goals.	• Monthly submissions from CAO provides updates on month to month work of Council.
• Complete review and update of Village of Sayward Official Community Plan	• Contract to update OCP awarded to Urban Systems; plan review underway and due to be completed by September 2021
• Work on improving our relationship with the K'omoks First Nation, regular communications, and ways and means to jointly promote Sayward	• C2C (Community to Community) event hosted by KFN held in 2022; VoS to host follow-up C2C meeting in Fall 2021 to discuss OCP and as part of OCP adoption.
• Work with SRD on funding for services jointly used by all valley residents. Recreation, Fire, Health.	• Shared fire services data collected in 2020, new agreement in 2021. Funding obtained from SRD for Recreation Centre and Health Clinic. SRD and Village of Sayward to work together on this.

Economic Development

Priorities	Progress Measures
• Assist and support prospective businesses interested in locating to the Sayward area.	• Ongoing information provided to prospective new businesses.
• Work with local organizations and the Tourism committee to promote tourism and attract business investment to the Sayward area.	• Revised Campground Policy to clarify length of stay, rates, maintenance of campground. • Provide info as requested; provide for audience with Mayor and Council.
• Encourage all existing business to obtain a Business License and create a business directory from licenced businesses.	• Future creation of Business Directory that can promot local businesses and featured on the new Village Website.

Infrastructure Upgrades & Asset Replacement

Priorities	Progress Measures
• Be cognizant of the Asset Management Plan and use it to identify projects for the Financial Plan.	• Council has reviewed AMP and developed long term asset replacement strategy.
• Identify issues from AMP reports	• Issues presented to Council with strategy in place to address.
• Identify short and long-term projects for Kelsey Centre and include in budget discussions.	• Includes recommended short-term safety upgrades and equipment replacement. Issues identified and upgrades completed.
• Approve reserve policy and update bylaw and integrate into financial plan: Adopt a formal reserve policy and include in future Financial Plan. Update Reserve bylaw. Recognise the need to plan for capital asset replacements in accordance with the Asset Management Plan.	• Policy going forward to Council Summer 2021.

• Apply for infrastructure grants	• Grant applications submitted, approved and funds received, work completed.

Living Green

Priorities	Progress Measures
• Continue to pursue the goal of becoming a carbon neutral community.	• Solar panels for Kelsey Centre installed
• Continue to work with the Provincial Government and K'omoks First Nation to secure a community forest.	• Community Forest secured with KFN and Provincial Government
• Continue to develop the Village trail system.	• Kelly's Bridge and trails maintained
• Continue to expand the Community Garden and flower gardens throughout the Village.	• Grant funding received for revitalizing the Community Garden; Summer employment for Gardener to take care Village landscaping.

Staff Professional Development

Priorities	Progress Measures
• Ensure staff and Village volunteers receive adequate emergency management training and the village has an emergency response plan in place.	• Staff and EOC representative reports to Council regarding quarterly meetings with stakeholders. Emergency response plan in place.
• Continue Council, staff and volunteer professional development through various municipal and professional associations ensuring the Village continues to receive good value for the resources expended.	• Training for all Council, Staff and volunteers scheduled, and training taken.
• Institute a new employee performance evaluation system.	• Performance evaluation system in place.

Tourism Development

Priorities	Progress Measures
• Continue the Village beautification program including upgrading signage, cleaning and painting Village buildings and structures and enhancing the Village garde	• Bus stop at campground repaired. ORV signage installed indicating the location of the designated route.
• Work with local organizations and the Regional District to enhance signage and way finding in Sayward.	• Additional signage installed
• Support and work with the Tourism Committee	• Meetings attended and joint initiatives completed

Village Operations

Priorities	Progress Measures
• Review and update Village internal policies and procedures. Several policy and Bylaw updates required including Personnel Benefits, Conflict of Interest, Criminal Record Search, Hiring, Annual Tax Sale, Permissive Tax Exemption, Respectful Workplace, Procurement. Bylaws include: Building, Zoning (Cannabis), Reserves.	• Additional Policies and Bylaws approved by Council
• Review the Village fee structure to ensure it is up to date and equitable including water, sewer, recreation, other fees and charges. New fees & charges bylaw to be brought forward to Council.	• Review of fees completed, new Fees and Charges Bylaw approved.
• Review tax ratios	• Updated tax ratio system.
• Update the Village of Sayward Official Community Plan using grant funding.	• Grant funding allocated to Urban systems to Complete OCP review and update, plan to be updated and in place by Fall 2021

Statement of Property Tax Exemptions

The following properties in the Village of Sayward were provided permissive property tax exemptions by Council in 2019, for 2020 to 2021:

Legal Description	Civic Address	Organization	Value of Permissive Exemption *
Lot 1, Section 31, Township 3, Plan 31878, District Lot 305, Land District 51 Roll No. 706.000	601 Kelsey Way	Sayward Community Health Society	$1,134.05
District Lot 1439 Roll No. 27410.000	16 Sayward Rd	Sayward Futures Society	$4,548.63

The following property in the Village of Sayward was provided a permissive property tax exemption by Council in 2019, for 2020 to 2023:

Legal Description	Civic Address	Organization	Value of Permissive Exemption *
Lot 2, Plan 14387 Sayward District Roll No. 704.022	699 Sayward Rd	Royal Canadian Legion Sayward Valley Branch 147	$1,911.24

The following properties in the Village of Sayward were provided permissive property tax exemptions by Council in 2013, for 2014 to 2023:

Legal Description	Civic Address	Organization	Value of Permissive Exemption *
Lot 1, Section 31, Township 3, Plan 46435 Land District 51 Roll No. 706.100	Salmon River Main	Nature Trust of BC	$660.18
Section 31, Township 3, Land District 51, FR S 1/2 of FR SE 1/4 Roll No. 600.000	806 Sayward Road	Nature Trust of BC	$1,896.65

Legal Description	Civic Address	Organization	Value of Permissive Exemption *
Section 30, Township 3, Land District 51, Except Plan 280RW & EXC PL 149 E 20 CHNS of NE Roll No. 550.140	Salmon River Main	Nature Trust of BC	$2,425.52
Section 30, Township 3, Land District 51, Except Plan 280RW, W20 CHNS OF NE / EXC E 10 Roll No. 550.125	Salmon River Main	Nature Trust of BC	$1,553.79
Total Permissive Tax Exemptions			**$14,130.06**

* These amounts do not include the amounts exempted relating to other agency collections such as the Regional District, Hospital District, Municipal Finance Authority, BC Assessment, library, school, and police taxes. The total tax exemption including these other agency collections was $17,362.16.



Appendix A:

Audited Financial Statements 2020

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THE CORPORATION OF THE VILLAGE OF SAYWARD

Financial Statements

December 31, 2020

THE CORPORATION OF THE VILLAGE OF SAYWARD

Index to Financial Statements

Year Ended December 31, 2020

	Page
MANAGEMENT REPORT	1
INDEPENDENT AUDITORS' REPORT	2 - 3
FINANCIAL STATEMENTS	
Statement of Financial Position	4
Statement of Operations	5
Statement of Changes in Net Financial Assets	6
Statement of Cash Flows	7
Notes to Financial Statements	8 - 16
Schedule 1 - Government Grants and Transfers to the Village and Ratepayers	17
Schedule 2 - Combined Statement of Operations by Segment Year ended December 31, 2020	18
Schedule 3 - Combined Statement of Operations by Segment Year ended December 31, 2019	19
Schedule 4 - Reserve Fund Transactions	20
Schedule 5 - COVID-19 Safe Restart Grant Unaudited	21

MANAGEMENT REPORT

December 31, 2020

The Council of The Corporation of the Village of Sayward has delegated the responsibility for the integrity and objectivity of the financial information contained in the financial statements to the management of The Corporation of the Village of Sayward. The financial statements which, in part, are based on informed judgments and estimates, have been prepared by management in accordance with Canadian public sector accounting standards, which have been applied on a basis consistent with that of the preceding year.

To assist in carrying out their responsibility, management maintains an accounting system and internal controls to provide reasonable assurance that transactions are properly authorized and recorded in compliance with legislative and regulatory requirements and that financial records are reliable for preparation of the financial statements. These systems are monitored and evaluated by management.

The Corporation of the Village of Sayward's independent auditors, Chan Nowosad Boates Inc., Chartered Professional Accountants, are engaged to express an opinion as to whether these financial statements present fairly The Corporation of the Village of Sayward's financial position and operating results in accordance with Canadian public sector accounting standards. Their opinion is based on procedures they consider sufficient to support such an opinion.

The financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and in accordance with Canadian public sector accounting standards. These statements present, in all significant respects the financial position of The Corporation of the Village of Sayward as at December 31, 2020.



Ann MacDonald
Chief Administrative Officer
April 6, 2021



INDEPENDENT AUDITORS' REPORT

To the Mayor and Council of The Corporation of the Village of Sayward

Opinion

We have audited the accompanying financial statements of The Corporation of the Village of Sayward (the "Village"), which comprise the statement of financial position as at December 31, 2020, and the statements of operations, changes in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information (hereinafter referred to as the "financial statements").

In our opinion, the Village's financial statements present fairly, in all material respects, the financial position of the Village as at December 31, 2020, and of its financial performance and its cash flows for the year then ended. The financial statements have been prepared by management in accordance with Canadian public sector accounting standards.

Basis of Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We are independent of the Village in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis of our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Village's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management intends for the Village to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for over-seeing the Village's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of the users taken on the basis of these financial statements.

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Village's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Village's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Village to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chan Nowosad Boates Inc

Chartered Professional Accountants
Campbell River, BC

April 6, 2021

THE CORPORATION OF THE VILLAGE OF SAYWARD

Statement of Financial Position
December 31, 2020

	2020	2019 (Note 14)
	$	$
FINANCIAL ASSETS		
Cash	1,590,192	204,233
Portfolio Investments **(Note 2)**	42,519	241,698
Accounts Receivable **(Note 3)**	160,031	864,746
	1,792,742	1,310,677
LIABILITIES		
Accounts Payable **(Note 4)**	129,852	191,369
Deferred Revenue **(Note 5)**	201,757	168,066
Long Term Debt **(Note 6)**	106,927	62,195
	438,536	421,630
NET FINANCIAL ASSETS	1,354,206	889,047
NON-FINANCIAL ASSETS		
Prepaid Expenses	23,279	19,132
Tangible Capital Assets **(Note 7)**	10,460,659	10,536,755
	10,483,938	10,555,887
ACCUMULATED SURPLUS (Note 11)	11,838,144	11,444,934

Contingencies (Note 9)

Approved by:

Mayor

Chief Financial Officer

THE CORPORATION OF THE VILLAGE OF SAYWARD

Statement of Operations
Year Ended December 31, 2020

	2020 Budget $ (Note 12)	2020 Actual $	2019 $ (Note 14)
Revenues (Schedules 2 and 3)			
Taxation **(Note 8)**	353,271	356,545	346,994
User Fees	222,113	225,506	209,894
Government Grants and Transfers **(Schedule 1)**	1,084,906	829,289	2,807,511
Sales of Services	89,188	65,218	81,488
Contribution from Others	-	320	1,625
Investment and Other Income	18,652	20,027	48,876
	1,768,130	1,496,905	3,496,388
Expenditures (Schedules 2 and 3)			
General Government Services	419,482	312,618	385,588
Recreation and Parks Services	324,373	237,340	284,910
Protection Services	231,237	117,353	108,181
Transportation Services	49,482	34,221	38,452
Solid Waste Services	40,500	39,986	37,801
Public Works Services	71,318	67,361	68,906
Sewer Services	104,830	101,094	100,518
Water Services	139,423	193,722	114,121
	1,380,645	1,103,695	1,138,477
Annual Surplus	387,485	393,210	2,357,911
Accumulated Surplus - Beginning of Year Previously Stated	11,539,073	11,539,073	9,100,445
Prior Period Adjustment (Note 14)	(94,139)	(94,139)	(13,422)
Accumulated Surplus - Beginning of Year as Restated	11,444,934	11,444,934	9,087,023
Accumulated Surplus - End of Year	11,832,419	11,838,144	11,444,934

THE CORPORATION OF THE VILLAGE OF SAYWARD

Statement of Change in Net Financial Assets

Year Ended December 31, 2020

	2020		
	Budget	Actual	2019
	$	$	$
	(Note 12)		(Note 14)
Annual Surplus	387,485	393,210	2,357,911
Use of Prepaid Expenses	-	19,132	17,944
Acquisition of Prepaid Expenses	-	(23,279)	(19,132)
Net Acquisition of Tangible Capital Assets	(828,616)	(119,701)	(2,729,856)
Amortization of Tangible Capital Assets	112,532	195,797	114,341
	(328,599)	465,159	(258,792)
Net Financial Assets - Beginning of Year	889,047	889,047	1,147,839
Net Financial Assets - End of Year	560,448	1,354,206	889,047

THE CORPORATION OF THE VILLAGE OF SAYWARD

Statement of Cash Flows

Year Ended December 31, 2020

	2020	2019
	$	$
Cash Flows From Operating Activities:		
Annual Surplus	393,210	2,357,911
Items Not Involving Cash		
Amortization of Tangible Capital Assets	195,797	114,341
Actuarial Adjustment to Long Term Debt	(3,516)	(3,195)
	585,491	2,469,057
Changes in Non-Cash Operating Balances		
Accounts and Taxes Receivable	704,715	(457,116)
Account Payable	(61,517)	(110,187)
Deferred Revenue	33,691	(160,048)
Prepaid Expenses	(4,147)	(1,188)
	1,258,233	1,740,518
Cash Flows From Capital Activities:		
Purchase of Tangible Capital Assets	(119,701)	(2,729,856)
Cash Flows From Investing Activities:		
Redemption of Portfolio Investments	199,179	539,622
Proceeds from (Repayments of) Long Term Debt	48,248	(5,979)
	247,427	539,622
Increase (Decrease) in Cash and Cash Equivalents	1,385,959	(455,695)
Cash and Cash Equivalents - Beginning of Year	204,233	659,928
Cash and Cash Equivalents - End of Year	1,590,192	204,233

The Village of Sayward (the "Village") was incorporated as a municipality in 1968 under the provisions of the British Columbia Municipal Act. Its principal activities are the provision of local government services to the residents of the Village. These services include fire protection, public works, planning, parks and recreation, water distribution and sewer collection, and other general government services, as governed by the Community Charter and Local Government Act.

1. Significant Accounting Policies:

a) Basis of Presentation:
The Village prepares its financial statements in accordance with Canadian public sector accounting standards using guidelines developed by the Public Sector Accounting Board ("PSAS") for the Chartered Professional Accountants of Canada.

b) Cash:
Cash balances comprise cash on hand and demand deposits.

c) Portfolio Investments:
Investments are comprised entirely of Municipal Finance Authority (MFA) pooled investments including money market, intermediate and short-term bond funds. Portfolio investments are carried at market value.

d) Tangible Capital Assets:
Tangible capital assets are recorded at cost less accumulated amortization and are classified according to their functional use. Cost includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets. Amortization is recorded on a straight-line basis over the estimated useful life of the tangible capital asset commencing once the asset is in use. Donated tangible capital assets are recorded at fair value at the time of the donation.

Estimated useful lives of tangible capital assets are as follows:

Land Improvements	10 to 40 years
Buildings	20 to 70 years
Equipment, Vehicles & Furniture	10 to 40 years
Water Infrastructure	100 years
Sewer and Drainage Infrastructure	100 years
Roads and Bridges	25 to 75 years

e) Collection of Taxes on Behalf of Other Taxation Authorities:
The Village collects taxation on behalf of other entities. Such levies, other revenues, expenses, assets and liabilities with respect to the operations of these other entities are not reflected in these financial statements. Levies imposed by other taxing authorities are not included as taxes for municipal purposes.

f) Deferred Revenue:
Funds received for specific purposes which are externally restricted by legislation, regulation or agreement and are not available for general municipal purposes are accounted for as deferred revenue on the statement of financial position. The revenue is recognized in the statement of operations in the year in which it is used for the specific purpose.

f) Revenue Recognition:
Revenues are recorded on the accrual basis of accounting and include revenue in the period in which the transaction or events occurred.

1. Significant Accounting Policies (Continued):

f) Revenue Recognition (continued):

Taxes are recorded at estimated amounts when they meet the definition of an asset, have been authorized and the taxable event occurs. Taxes receivable are recognized net of allowance for anticipated uncollectible amounts.

Through the British Columbia Assessment's appeal process, taxes may be adjusted by way of supplementary roll adjustments. The affects of these adjustments on taxes are recognized at the time they are awarded.

Charges for sewer and water usage are recorded as user fees. Connection fee revenues are recognized when the connection has been established.

Government grants and transfers, which include legislative grants, are recognized in the financial statements when received or when the funding becomes receivable if the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Sale of service and other revenue is recognized when performance of services is complete, amounts are measurable and collectibility is reasonably assured.

g) Financial Instruments:

Financial instruments consist of cash, portfolio investments, accounts receivable and accounts payable. Unless otherwise noted, it is management's opinion that the Village is not exposed to significant interest rate, currency or credit risk arising from these financial instruments.

h) Use of Estimates:

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements, as well as the reported amounts of revenue and expenses during the reporting period.

Significant areas requiring the use of management estimates relates to the collectibility of accounts receivable, valuation of investments, estimates of contingent liabilities, the provision of amortization and the estimation of potential environmental liabilities. Actual results could differ from management's best estimates as additional information becomes available in the future.

i) Contaminated Sites:

Governments are required to accrue a liability for the costs to remediate a contaminated site. Liabilities are recognized when an environmental standard exists, contamination exceeds the standards, the government has a responsibility for the remediation, future economic benefits will be given up, and a reasonable estimate can be made.

Management has assessed its potential liabilities under the new standard including sites that are no longer in productive use and sites which the Village accepts responsibility. There were no such sites that had contamination in excess of an environmental standard which required remediation, therefore no liability was recognized as at December 31, 2020 or December 31, 2019.

2. Portfolio Investments:

Portfolio investments includes $42,519 (2019 - $241,698) held with the Municipal Finance Authority (MFA) in money market, intermediate and bond funds. These investments are carried at market value.

3. Accounts Receivable:

	2020 $	2019 $
Property Taxes	59,311	21,165
Other Governments	84,909	820,703
Island Coastal Economic Trust	13,489	13,489
Trade and Other	2,322	9,389
	160,031	864,746

4. Accounts Payable:

	2020 $	2019 $
Other Governments	14,703	19,305
Trade and Other	87,472	150,542
Payroll Liabilities	27,677	21,522
	129,852	191,369

5. Deferred Revenue:

	2019 $	Collections $	Transfers $	2020 $
Newcastle Dam Grant	27,333	-	(1,931)	25,402
Internet Maintenance	50,029	-	-	50,029
Kelsey Centre	9,579	-	(2,014)	7,565
Emergency Program	40,713	75,000	(40,713)	75,000
BC Rural Dividends	10,000	-	-	10,000
Community Wellness	18,289	-	(13,311)	4,978
Taxes and Other	12,123	18,160	(1,500)	28,783
	168,066	93,160	(59,469)	201,757

6. Long Term Debt:

The Village has debt instruments through the Municipal Finance Authority (MFA) obtained for the purposes of Water and Sewer. In the current year, the Village also obtained financing from MFA for the purposes of purchasing a Public Works Truck. The gross amount borrowed for Sewer and Water in 2005 was $121,015 and $41,635, respectively. The gross amount borrowed for the Public Works Truck in the current year was $65,000. The current balance of water, sewer and public works long-term debt is as follows:

	2020 $	2019 $
Total Outstanding Debt - Beginning of Year	62,195	71,369
Additions to Long-Term Debt	65,000	-
Reduction of Long-Term Debt	(20,268)	(9,174)
Total Outstanding Debt - End of Year	106,927	62,195

The interest rate on water and sewer long-term debt is 1.80% per annum. The interest rate on the public works truck long-term debt is at the variable MFA rate, which was at 0.91% at December 31, 2020.

The interest expense on all debt held by the Village in the year ended December 31, 2020 is $3,471 (2019 - $2,928).

Future payments on net outstanding debt over the next five years are:

	Sewer Fund $	Water Fund $	Public Works Truck $	Total $
2021	7,385	2,541	13,413	23,339
2021	7,607	2,617	13,541	23,765
2022	7,835	2,695	13,671	24,201
2023	8,070	2,777	13,603	24,450
Thereafter	8,312	2,860	-	11,172
	39,209	13,490	54,228	106,927

The MFA of British Columbia provides capital financing for regional districts and their member municipalities. The MFA is required to establish a debt reserve fund. Each regional district, through its member municipalities who are in the proceeds of the debt issue, is required to pay into the debt reserve fund certain amounts set out in the debt agreements. The MFA pays into the debt reserve fund these monies from which interest earned thereon less administrative expenses becomes an obligation to the regional districts. It must then use this fund if at any time there are insufficient funds to meet payments on its obligations. When this occurs, the regional districts may be called upon to restore the fund.

Upon maturity of a debt issue, the unused portion of the debt reserve fund established for the issue will be discharged to the Village. The proceeds from these discharges will be credited to income in the year they are received. As at December 31, 2020, the Village debt reserve fund was $7,119 (2019 - $7,066), which was not recorded as the Village does not consider it to be material.

7. Tangible Capital Assets:

	Cost				Accumulated Amortization				Net Book Value	
	Opening $	Additions $	Disposals $	Closing $	Opening $	Amort $	Disposals $	Closing $	2020 $	2019 $
General Capital Assets										
Land	1,959,114	-	-	1,959,114	-	-	-	-	1,959,114	1,959,114
Buildings	1,324,735	-	-	1,324,735	1,052,603	12,237	-	1,064,840	259,895	272,132
Equipment, Vehicles and Furniture	851,682	69,804	-	921,486	548,695	33,482	-	582,177	339,309	302,987
Engineered Structures										
Water	5,978,591	49,897	-	6,028,488	755,003	88,312	-	843,315	5,185,173	5,223,588
Sewer	2,983,908	-	-	2,983,908	1,028,526	36,799	-	1,065,325	1,918,583	1,955,382
Roads	506,386	-	-	506,386	443,372	2,446	-	445,818	60,568	63,014
Park Infrastructure	789,531	-	-	789,531	28,993	22,521	-	51,514	738,017	760,538
	14,393,947	119,701	-	14,513,648	3,857,192	195,797	-	4,052,989	10,460,659	10,536,755

Included in Engineered Structures - Water as at December 31, 2020 is $557,133 (2019 - $551,281) of capitalized costs for the Newcastle Dam Upgrade that are not presently being amortized as the project is not complete as at the financial statement date. The asset, or a revised form of it, is expected to be completed and placed into use during the year ending December 31, 2021, at which time amortization will begin to be recorded on the asset.

Included in Equipment, Vehicles and Furniture as at December 31, 2020 is $9,802 (2019 - $-) of capitalized costs for the Computer Hardware Upgrade Project that is not presently being amortized as the project is not complete as at the financial statement date. The asset is expected to be completed and placed into use during the year ending December 31, 2021, at which time amortization will begin to be recorded on the asset.

8. Taxation - Net:

	Budget 2020 $	Actual 2020 $	Actual 2019 $
General Municipal Purposes	353,271	356,545	346,994
Collections for Other Governments			
Province of British Columbia - School Tax	83,000	79,045	82,670
Comox Strathcona Waste Management	9,500	9,839	9,487
Comox Strathcona Regional Hospital District	27,000	28,091	27,102
Strathcona Regional District	14,500	13,634	14,552
Vancouver Island Regional Library	12,813	13,038	11,946
Municipal Finance Authority	7	11	10
British Columbia Assessment Authority	1,800	2,225	1,882
Province of BC - Police Tax	15,000	17,019	15,355
	516,891	519,447	509,998
Transfers			
Province of British Columbia - School Tax	83,000	79,045	82,670
Comox Strathcona Waste Management	9,500	9,839	9,487
Comox Strathcona Regional Hospital District	27,000	28,091	27,102
Strathcona Regional District	14,500	13,634	14,552
Vancouver Island Regional Library	12,813	13,038	11,946
Municipal Finance Authority	7	11	10
British Columbia Assessment Authority	1,800	2,225	1,882
Province of BC - Police Tax	15,000	17,019	15,355
	163,620	162,902	163,004
Available for General Municipal Purposes	353,271	356,545	346,994

9. Contingent Liabilities:

(a) The Village is responsible as a member of the Strathcona Regional District and a member of the Comox Strathcona Waste Management Function for its share of any operating deficits or long-term debt related to functions in which it participates. Management of the Village have assessed the risks of any contingent liabilities as unlikely at this time therefore no provision has been recorded in the financial statements.

(b) The Village is partially self-insured through the Municipal Insurance Association of British Columbia. Should the Association pay out claims in excess of premiums received, it is possible that the Village along with the other participants, would be required to contribute towards the deficit.

10. Pension Plan:

The Village and its employees contribute to the Municipal Pension Plan (a jointly trusteed pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2019, the plan had about 213,000 active members and approximately 106,000 retired members. Active members include approximately 41,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry- age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2018, indicated a $2,866 million funding surplus for basic pension benefits on a going concern basis.

The Village paid $15,812 (2019 - $25,016) of employer contributions while employees contributed $13,764 (2019 - $22,395) to the plan in fiscal 2020.

The next valuation will be as at December 31, 2021, with results available in 2022.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

11. Accumulated Surplus:

The Village segregates its accumulated surplus in the following categories:

	2020 $	2019 $
Unappropriated Surplus		
General	273,736	151,983
Sewer	306,309	292,625
Water	269,016	214,504
	849,061	659,112
Reserves **(Schedule 4)**	635,351	311,262
Equity in Tangible Capital Assets		
General	3,302,676	3,357,785
Sewer	1,879,374	1,909,108
Water	5,171,682	5,207,667
	10,353,732	10,474,560
Accumulated Surplus	11,838,144	11,444,934

12. Fiscal Plan:

The Fiscal Plan amounts represent the Financial Plan Bylaw adopted by Council on April 21, 2020.

The budget anticipated use of surpluses accumulated in previous years to balance against current expenditures in excess of current year revenues. In addition, the budget anticipated capital expenditures rather than amortization expense. The following schedule reconciles the approved bylaw to the amounts presented in the financial statements.

	2020 $
Financial Plan (Budget) Bylaw	-
Add:	
Debt Principal Repayments	5,980
Capital Expenditures	828,616
Budgeted Transfers to Reserves	115,524
Less:	
Amortization Adjustment	(112,532)
Budgeted Transfers from Reserves	(450,103)
Annual Surplus Presented in Financial Statements	387,485

13. Segmented Information:

The Village provides various services within various departments. The segmented information as disclosed in Schedules 2 and 3 reflects those functions offered by the Village as summarized below:

General government – activities related to the administration of the Village as a whole including central administration, finance, human resources, information systems and legislative and election operations.

Recreation and parks – activities related to all recreational and parks services including the maintenance of parks and facilities for recreational activities.

Protective – activities related to providing for the security of the property and citizens of the Village including policing, fire protection, health and emergency planning.

Transportation – activities related to transportation including maintenance of roads, sidewalks, street lighting and drainage.

Solid waste – activities related to solid waste management.

Public works – activities related to overall maintenance of the Village including green initiatives, building maintenance and insurance, animal control and recycling.

Sewer – activities related to gathering, treating, transporting, storing and discharging sewage or reclaimed water.

Water – activities related to supplying, storing, treating and transporting water.

13. Segmented Information (Continued):

For each reported segment, revenues and expenses represent amounts that are directly attributable to the segment, in addition to amounts that are allocated to each segment on a reasonable basis. Refer to Schedule 3 for segment revenues and expense detail on a comparative basis.

14. Prior Period Adjustment

During the year ending December 31, 2020, it was identified that funding for the Newcastle Dam Upgrade capital project from the Provincial and Federal governments only covered a portion of the costs associated with the project. The Provincial government is to fund 33% of the costs associated with the project and the Federal government will fund 50% of the costs, with the Village funding the remaining 17% of costs.

The Village had incorectly recognized revenue that was previously recognized as deferred revenue equal to 100% of the project costs, with the Village's 17% contribution being incorrectly recognized as Accounts Receivable.

The Villages comparative financial information for the years-ending December 31, 2018 and December 31, 2019 have been adjusted and restated to reflect that the project is not fully funded and that the Village is responsible for 17% of the project costs.

	2019 as Previously Stated $	Adjustment $	2019 as Restated $
Accounts Receivable	931,552	(66,806)	864,746
Deferred Revenue	140,733	27,333	168,066
Accumulated Surplus - Beginning of Year	9,100,445	(13,422)	9,087,023
Accumulated Surplus - End of Year	11,539,073	(94,139)	11,444,934
Revenue - Government Grants and Transfers	2,888,228	(80,717)	2,807,511

15. Significant Event:

COVID-19 Pandemic
The global outbreak of the coronavirus disease (COVID-19) continues to cause economic uncertainties that are likely to have a material impact on the annual surplus of the Village. The extent, if any, of the continued impact of COVID-19 on the Village and its operations for the year ending December 31, 2021 cannot be determined at this time.

THE CORPORATION OF THE VILLAGE OF SAYWARD

Schedule 1 - Government Grants and Transfers to the Village and Ratepayers

Year Ended December 31, 2020

	2020		
	Budget	Actual	2019
	$	$	$
	(Note 12)		(Note 14)
Federal Government			
Grants in Lieu of Taxes	5,798	5,918	5,684
Other	5,000	-	-
Gas Tax Community Works Fund	68,216	69,758	137,348
	79,014	75,676	143,032
Province of BC and Federal/Provincial Programs			
General Fund			
Small Communities Grant	399,840	391,413	392,397
Other	212,889	323,753	147,850
	612,729	715,166	540,247
General Capital			
Infrastructure (Provincial)	337,570	4,858	2,087,471
Other	55,593	33,589	36,761
	393,163	38,447	2,124,232
	1,084,906	829,289	2,807,511

THE CORPORATION OF THE VILLAGE OF SAYWARD

Schedule 2 - Combined Statement of Operations by Segment

Year Ended December 31, 2020

	General Government	Recreation and Parks	Protective	Transportation	Solid Waste	Public Works	Sewer	Water	2020 Actual	2020 Budget (Note 12)
	$	$	$	$	$	$	$	$	$	$
Revenues										
Taxation	347,638	-	-	-	-	-	6,627	2,280	356,545	353,271
User Fees	-	-	-	-	36,613	-	68,136	120,757	225,506	222,113
Government Grants and Transfers	752,588	-	68,439	-	-	-	3,404	4,858	829,289	1,084,906
Sales of Services	46,878	15,640	700	-	-	-	600	1,400	65,218	89,188
Contribution from Others	-	55	265	-	-	-	-	-	320	-
Investment and Other Income	13,067	3,222	-	-	-	222	2,616	900	20,027	18,652
	1,160,171	18,917	69,404	-	36,613	222	81,383	130,195	1,496,905	1,768,130
Expenses										
Amortization	529	34,921	16,879	2,446	-	15,054	36,799	89,170	195,798	112,532
Debt Charges	-	-	-	-	-	-	1,945	670	2,615	2,930
Minor Capital	-	1,740	5,423	-	-	-	-	-	7,163	19,500
Operating	121,363	98,464	81,428	24,781	39,986	27,712	23,449	51,716	468,899	708,274
Wages and Benefits	190,726	102,215	13,623	6,994	-	24,595	38,901	52,166	429,220	537,409
	312,618	237,340	117,353	34,221	39,986	67,361	101,094	193,722	1,103,695	1,380,645
Excess (Deficiency) of Revenues over Expenses	847,553	(218,423)	(47,949)	(34,221)	(3,373)	(67,139)	(19,711)	(63,527)	393,210	387,485

THE CORPORATION OF THE VILLAGE OF SAYWARD

Schedule 3 - Combined Statement of Operations by Segment

Year Ended December 31, 2019

	General Government	Recreation and Parks	Protective	Transportation	Solid Waste	Public Works	Sewer	Water	2019 Actual	2019 Budget
	$	$	$	$	$	$	$	$	$	$
Revenues										
Taxation	338,087	-	-	-	-	-	6,627	2,280	346,994	344,035
User Fees	-	-	-	-	34,870	-	65,566	109,458	209,894	207,236
Government Grants and Transfers	594,392	71,063	51,164	-	-	-	3,421	2,087,471	2,807,511	3,175,404
Sales of Services	50,179	31,309	-	-	-	-	-	-	81,488	102,935
Contribution from Others	-	1,155	470	-	-	-	-	-	1,625	-
Investment and Other Income	39,818	5,195	-	-	-	668	2,377	818	48,876	22,745
	1,022,476	108,722	51,634	-	34,870	668	77,991	2,200,027	3,496,388	3,852,355
Expenses										
Amortization	529	22,127	16,879	2,446	-	13,183	36,799	22,378	114,341	112,532
Debt Charges	-	-	-	-	-	-	2,178	749	2,927	2,930
Minor Capital	-	3,015	4,309	-	-	-	-	-	7,324	12,500
Operating	129,788	124,987	72,754	27,532	37,801	28,206	19,164	32,041	472,273	577,177
Wages and benefits	255,271	134,781	14,239	8,474	-	27,517	42,377	58,953	541,612	564,164
	385,588	284,910	108,181	38,452	37,801	68,906	100,518	114,121	1,138,477	1,269,303
Excess (Deficiency) of Revenues over Expenses	636,888	(176,188)	(56,547)	(38,452)	(2,931)	(68,238)	(22,527)	2,085,906	2,357,911	2,583,052

THE CORPORATION OF THE VILLAGE OF SAYWARD

Schedule 4 - Reserve Fund Transactions

Year Ended December 31, 2020

	Roads	Fire Protection	Rec. Centre Equipment	Rec Comm. Fundraising	Sewer	Land Sale	Federal Works Fund	Climate Action	Election	COVID-19	2020 Total (Note 11 & 14)	2019 Total (Note 11 & 14)
	$	$	$	$	$	$	$	$	$	$	$	$
Revenue												
Government Grants	-	30,185	-	-	-	-	-	-	-	268,000	298,185	33,340
Other Income	-	20,387	-	-	-	-	-	-	-	-	20,387	23,096
	-	50,572	-	-	-	-	-	-	-	268,000	318,572	56,436
Expenses												
Other	-	50,572	-	-	-	-	-	-	-	5,660	56,232	56,436
Net Surplus	-	-	-	-	-	-	-	-	-	262,340	262,340	-
Transfers												
From (to) Operating Fund	(11,630)	-	-	-	-	-	69,755	2,094	2,525	-	62,744	59,156
Acquisition of Capital Assets	-	-	-	-	-	-	(995)	-	-	-	(995)	(482,204)
Change in Reserve Fund Balances	(11,630)	-	-	-	-	-	68,760	-	2,525	262,340	324,089	(423,048)
Opening Fund Surplus Balance	29,000	-	1,593	308	5,320	42,382	208,488	21,646	2,525	-	311,262	734,310
Ending Fund Surplus Balance	17,370	-	1,593	308	5,320	42,382	277,248	21,646	5,050	262,340	635,351	311,262

THE CORPORATION OF THE VILLAGE OF SAYWARD

Schedule 5 - COVID-19 Safe Restart Grant Unaudited

Year Ended December 31, 2020

The Village of Sayward received a grant of $268,000 under the COVID-19 Safe Restart Grant for Local Governments in November, 2020. The details surrounding these funds are shown in the schedule below:

	2020 $
COVID-19 Safe Restart Grant Received	268,000
Eligible Costs	
Plexiglass, egress and counter modifications (rec centre and admin)	2,530
Signage, floor stickers and decals	1,445
Various cleaning and office supplies	414
Handheld sanitizer sprayers and infrared thermometer	649
Masks, face shields and sanitizer	236
Webcams and headsets for virtual Council meetings	386
	5,660
Balance, December 31, 2020	262,340

STAFF REPORT

To: Mayor and Council
From: Ann MacDonald, CAO
Subject: **Reserve Policy**
Meeting date: July 20, 2021

BACKGROUND

Staff have been working to formalize a policy for reserves and reserve funds as directed by Council at the June 15, 2021 Council meeting:

> **MOTION R21/169**
> **MOVED AND SECONDED**
>
> THAT the Reserve Policy staff report be received for information and discussion, and;
>
> THAT Staff be directed to prepare a DRAFT Reserve Policy incorporating the recommended Reserve Funds outlined in this report.
>
> **CARRIED**

In May the following timetable was provided to Council:

Schedule	Action
June 15, 2021	Council directs the preparation of a Reserve Policy after review of examples provided by staff and discussion of needs.
July 20, 2021	DRAFT Reserve Policy presented to Council for approval. Council directs the preparation of a new reserve bylaw to replace Bylaw No. 346 (Reserve Establishment Bylaw).
August 17, 2021	Council gives first 3 readings to Bylaw No. XXX Reserve Establishing Bylaw.
September 7, 2021	Council gives fourth and final reading to Bylaw No. XXX Reserve Establishing Bylaw.
Fall/Winter 2021	Staff integrate Reserve Policy and Bylaw into 2022 – 2026 Financial Plan.

This report presents the DRAFT Reserve Policy for Council consideration.

DISCUSSION

The draft Reserve Policy attached to this report includes:

1.) Purpose and Definitions;

2.) Reserve Funds and Statutory Reserve Funds;

3.) Target values for each reserve (minimum and maximum levels) and acceptable uses of reserve funds;

4.) Administration and responsibilities, and;

5.) Recommendations on when and how the Reserve Policy is reviewed.

The Reserve Policy is a living document that reflects circumstances facing the Village over time. Operations, services, risks, and budgets can all change, and so the policy must be able to be adapted to meet those changing circumstances.

Policy Document

Staff recommend that the following reserves be included in the Policy:

Name of Reserve	Type	Comment
Capital Reserve Fund	Regular	To fund general capital projects that are not specifically funded from other established reserves or user fees. This would include buildings, municipal equipment, and vehicles.
Sewer Capital Reserve Fund	Regular	To fund sewer utility capital projects required for sewer operations.
Water Capital Reserve Fund	Regular	To fund water utility capital projects required for water operations.
Transportation Infrastructure Reserve Fund	Regular	To fund designated road capital projects required for road operations.
Community Works Gas Tax Reserve Fund	Regular	To account for funds received and used pursuant to the Community Works Gas Tax Agreement.
Fire Facilities and Equipment Reserve Fund	Regular	To fund the replacement of fire vehicles and equipment according to planned replacement schedules.
Climate Action Reserve Fund	Regular	To fund projects that reduce greenhouse gas emissions according to the BC Climate Action Charter.
COVID-19 Reserve Fund	Regular	To fund COVID-19 related expenditures. Eligible costs include: • Addressing revenue shortfalls; • Facility reopening and operating costs;; • Emergency planning and response costs; • Bylaw enforcement and protective services like fire protection and police; • Computer and other electronic technology costs (to improve interconnectivity and virtual communications); • Services for vulnerable persons (e.g. persons living with disabilities, mental illness or addictions, persons experiencing homelessness or other vulnerabilities, and; • Other related costs.
Land Sale Reserve Fund	Statutory	As per section 188(2)(e) of the *Community Charter* funds received from the sale of land and improvements must be set aside for paying any remaining debt in relation to the property and for acquiring land, improvements, and other assets of a capital nature.

Parkland Acquisition Reserve Fund	Statutory	As per section 188(2)(b) of the *Community Charter* funds received from the sale or disposal of parkland as well as funds received pursuant to section 510 of the Local government Act (parkland funds received upon subdivision) must be set aside in a reserve and be exclusively to purchase parkland.

The draft policy includes the recommended minimum and maximum levels for each reserve. These levels take into account the Village's limited capacity to generate surplus funds that can then be used to fund these accounts. As most large capital projects are typically grant funded, and historically, major capital grants to the Village have provided 75%-90% of the funding for the project, leaving the remainder for the Village to fund. These reserves will assist the Village in successfully planning for these projects.

To demonstrate how the policy could be applied, we can look at the 2022 capital budget:

GENERAL CAPITAL FUND			**Budget**
Public Works	2022	Snow and salting truck (5 yr loan through MFA)	$ 14,000
Public Works	2022	Kubota lawn mower (AMP)	$ 25,000
Fire	2022	Replace Rescue #33 (AMP)	$ 250,000
	Total General Capital Fund		$ 289,000
WATER CAPITAL FUND			
Water	2022	Water Meter Program	$ 395,000
	Total Water Capital Fund		$ 395,000
SEWER CAPITAL FUND			
	2022	Liftstation electrical and pipes (McMillan/Kelsey Way) (AMP)	$ 150,000
Sewer	2022	Sewer pumps at lagoon liftstation (AMP)	$ 50,000
	Total Sewer Capital Fund		$ 200,000
		Total Capital Expenditures	$ 884,000

Assuming council support's the proposed 25% minimum level, in order to attain the *minimum recommended level* in each capital reserve, the following would be required:

- For general capital projects an amount of $72,250 ($289,000 x 25%) would need to be placed in the Capital Reserve Fund.

- Water capital projects would require a transfer of $98,750 ($395,000 x 25%) to the Water Capital Reserve Fund,.

- Sewer capital projects would require a transfer of $50,000 ($200,000 x 25%) to the Sewer Capital Reserve Fund. Grant funding would be sought for larger projects with the amounts transferred to reserves utilized as matching funds/Village contributions.

Funding these reserves will be a challenge, given the Village's relatively small budget, and size. Larger municipalities have a larger tax base and much larger budget to allocate funds to reserves from. As a result, in the Village of Sayward, the proposed target levels outlined in the draft policy may take several years to reach.

There are three primary sources of funds to support these reserve funds:

i. taxation
ii. user fees,
iii. negotiated cash amenities for things like park reserve, sewer reserve and water reserve. This would occur in cases of subdivision and land development.

While no other municipalities on the North Island have established a reserve policy to date, (i.e. Zeballos, Tahsis, Gold River, Port Alice, Port Hardy or Port McNeill), this may change in the future given then tremendous interest in land development and investment in the north Island.

The reserve policy presented today has been drafted to best meet the requirements for the Village. The next step (after approval of the policy) is for Council to direct Staff to prepare a Reserve Bylaw.

After the bylaw is in place, Staff will provide options and recommendations on funding sources for reserves as part of the annual financial planning process. Annual and/or periodic contributions to reserve funds shall be specific to each Reserve, as approved by Council through the Financial Plan.

Additionally, as a transition item, current reserve and surplus amounts will be analyzed and recommendations for transfers will be provided. It is anticipated this work will be done in the fall, with a report to Council to follow.

STAFF RECOMMENDATIONS

THAT the Reserve Policy staff report be received for information and discussion, and;

THAT Council approve Reserve Policy #300-07, and;

THAT Staff be directed to prepare a Reserve Bylaw to be presented at the August 17, 2021 Council meeting.

Respectfully submitted,

_____
Ann MacDonald, CAO

Prepared by: Lisa Clark, CFO

Attachments:

- ***DRAFT Reserve Policy #300-07***

	Village of Sayward	
	Title: Reserve Fund Policy	**Policy # 300-07**
	Category: Finance	

1.0 PURPOSE

The Reserve Fund Policy provides guidance on the development, maintenance and use of financial reserve funds.

It is essential that local governments maintain adequate levels of reserve balances to mitigate current and future risks, ensure stable tax rates and demonstrate financial commitment to long range infrastructure and master plans. The following guiding principles form the basis of this policy:

1.1. Sufficient reserve funds are important in achieving financial health and stability for the Village.
1.2. Reserve goals need to be consistent with and support established long term financial plans.
1.3. Reserve fund management needs to conform to the statutory and legal requirements of the *Local Government Act* and the *Community Charter*, generally accepted accounting principles (GAAP) and public sector accounting board (PSAB) recommendations.

2.0 DEFINITIONS

"annual surplus" means the accumulated excess of revenues over expenditures for the current year.

"Village" means the Corporation of the Village of Sayward

"reserve funds" means funds that are set aside for a specified purpose by Council pursuant to subsection 188 (1) the *Community Charter*. These reserves are established via Village bylaws and are discretionary on the part of Council. The reserve funds can be operating or capital in nature.

"reserves" means all of the Village's reserve funds and statutory reserve funds.

"statutory reserve funds" means funds set aside for specified purposes as required by and pursuant to specific legislation. These reserves are established via Village bylaws and are non-discretionary on the part of Council.

"operating surplus" means the accumulated surplus built up in the Village's various operating funds that has not been designated for specific uses.

3.0 RESERVES

3.1. **Reserve Funds**

(a) Capital Reserve Fund

Purpose:
To fund general capital projects that are not specifically funded from other established reserves or user fees.

Funding Source	Minimum Level	Maximum Level
Annual allocation from general operating budget as provided for in financial plan.	25% of total cost of capital projects identified as capital funded for the next fiscal year of the 5-year capital plan.	25% of total cost of all capital projects identified as capital funded in the 5-year capital plan.

(b) Sewer Capital Reserve Fund

Purpose:
To fund sewer utility capital projects required for sewer operations.

Funding Source	Minimum Level	Maximum Level
Annual allocation from sewer operating budget as provided for in financial plan.	25% of total cost of capital projects identified as sewer capital funded for the next fiscal year of the 5-year capital plan.	25% of total cost of all capital projects identified as sewer capital funded in the 5-year capital plan.

(c) Water Capital Reserve Fund

Purpose:
To fund water utility capital projects required for water operations.

Funding Source	Minimum Level	Maximum Level
Annual allocation from water operating budget as provided for in financial plan.	25% of total cost of capital projects identified as water capital funded for the next fiscal year of the 5-year capital plan.	25% of total cost of all capital projects identified as water capital funded in the 5-year capital plan.

(d) Transportation Infrastructure Reserve Fund

Purpose:
To fund designated road capital projects required for road operations.

Funding Source	Minimum Level	Maximum Level
Annual allocation from general operating budget as provided for in financial plan.	15% of total cost of capital projects identified as roads reserve funded for the next fiscal year of the 5-year capital plan.	15% of total cost of all capital projects identified as roads reserve funded in the 5-year capital plan.

(e) Community Works Gas Tax Reserve Fund

Purpose:
To account for funds received and used pursuant to the Community Works Gas Tax Agreement. Projects funded by this account must be in compliance with acceptable uses as defined in the Community Works Gas Tax Agreement.

The intent is to spend all funds received, per our Community Works Gas Tax Agreement.

Funding Source	Minimum Level	Maximum Level
Federal Community Works Gas Tax Funds.	N/A – intend to spend all funds received.	N/A – funds from this source have specified use and cannot be reallocated to other reserves if there was a maximum value placed on this fund.

(f) Fire Facilities and Equipment Reserve Fund

Purpose:
To fund the replacement of fire vehicles and equipment according to planned replacement schedules and planned maintenance, upgrades, additions, or improvements to fire buildings.

Funding Source	Minimum Level	Maximum Level
Annual allocation from fire operating budget as provided for in financial plan. Proceeds from the sale of fire vehicles and equipment.	15% of total cost to fund the next year of fire facilities, vehicle and equipment replacements and capital expenditures.	15% of total cost for all scheduled fire facility capital expenditure and vehicle and equipment replacements in the 5-year financial plan.

(g) Climate Action Reserve Fund

Purpose:
The Village recognizes the importance of reducing greenhouse gas (GHG) emissions through projects that reduce fossil fuel consumption. Reducing GHG emissions is part of the Village's commitment as a signatory to the BC Climate Action Charter. Signing on to the BC Climate Action Charter is a commitment to becoming carbon neutral (in operations) by 2012, measuring and reporting GHG emissions and planning complete, compact, more energy efficient communities. Local governments who have signed on to the Climate Action Charter are eligible for the Climate Action Revenue Incentive Program (CARIP) grant equal to 100 percent of the carbon tax paid as a direct expenditure in the previous year. Funds in this reserve will be used for projects that reduce greenhouse gas emissions.

Funding Source	Minimum Level	Maximum Level
Revenue from the Climate Action Revenue Incentive grant.	N/A – intend to spend all funds received	No maximum – the source of funds for this reserve cannot be reallocated if there is a maximum on this reserve fund

(h) COVID-19 Reserve Fund

Purpose:
To fund COVID-19 related expenditures.

Funding Source	Minimum Level	Maximum Level
COVID-19 Safe Restart Grant.	N/A – intend to spend all funds received	N/A – funds from this source have specified use and cannot be reallocated to other reserves if there was a maximum value placed on this fund.

3.2. **Statutory Reserve Funds**

(a) Land Sale Reserve Fund

Purpose:
As per subsection 188(2)(e) of the *Community Charter* funds received from the sale of land and improvements must be set aside for paying any debt remaining in relation to the property and for acquiring land, improvements, and other assets of a capital nature. The Land Sale Reserve has been established for accumulating and expending monies as per this requirement.

(b) Parkland Acquisition Reserve Fund

Purpose:
As per subsection 188(2)(b) of the *Community Charter* funds received from the sale or disposal of parkland as well as funds received pursuant to section 510 of the *Local Government Act* (parkland funds received upon subdivision) must be set aside in a reserve and be used exclusively to purchase parkland. The Parkland Acquisition Reserve has been established for accumulating and expending monies as per this requirement.

4. UNAPPROPRIATED SURPLUSES

The Village needs to maintain Unappropriated Surplus balances in its three operating funds (the General Operating Fund, the Sewer Operating Fund and the Water Operating Fund) for working capital purposes i.e. to provide for operating expenditures before property taxes or user fees are collected. Maintaining minimum working capital levels eliminates or reduces the need to borrow externally and/or internally for operations.

The Village may also require emergency funds from time to time, from any one of its Unappropriated Surplus balances, for unforeseen costs. When this occurs, the Village needs to rely upon sufficient balances being available in the applicable unappropriated surplus area (general operating, water or sewer).

Funding Source	Minimum Level	Maximum Level
General Fund Any excess general operating fund revenues over expenditures and transfers at the end of each fiscal year.	Two months of regular general fund operating expenditures, rounded up to the nearest $10,000.	Three months of regular general fund operating expenditures, rounded up to the nearest $10,000.
Sewer Fund Any excess sewer operating fund revenues over expenditures and transfers at the end of each fiscal year.	Two months of regular sewer fund operating expenditures, rounded up to the nearest $1,000.	Three months of regular sewer fund operating expenditures, rounded up to the nearest $1,000.
Water Fund Any excess water operating fund revenues over expenditures and transfers at the end of each fiscal year.	Two months of regular water fund operating expenditures, rounded up to the nearest $1,000.	Three months of regular water fund operating expenditures, rounded up to the nearest $1,000.

5. ADMINISTRATION

5.1. **Reserve Contributions**

Annual and/or periodic contributions to Reserve Funds shall be specific to each Reserve, as approved by Council through the Village's annual financial planning and budgeting process.

5.2. **Minimum and Maximum Reserve Balances**

Minimum and maximum fund balance guidelines have been set for some of the Village's Reserve Funds, Statutory Reserve Funds and Unappropriated Surpluses. The minimum balances ensure that the respective balances are not depleted to the degree that those balances are no longer able to serve their intended purpose(s). The maximum balances ensure the Village's guiding principles are achieved and the respective balances do not grow beyond their intended purpose(s) and thus create idle assets that could be otherwise utilized for other corporate priorities. A formal comparative review of actual, minimum and optimal fund balances shall be undertaken annually.

5.3. **Internal Borrowing**

Internal borrowing from specific Reserve Fund, Unappropriated Surplus and Statutory Reserve Fund balances shall be permissible as allowed for by legislation, if a clearly defined and attainable payback plan, including payment of foregone interest, is in place. Internal borrowing allows for more flexibility in terms of payback amounts and loan duration than that of external borrowing. Paybacks shall be executed according to plan.

5.4. **Responsibilities**

The Village's Chief Financial Officer shall be responsible for:

(a) Recommending the necessary contributions and transfers so that the Village's Reserve Funds, Statutory Reserve Funds and Unappropriated Surpluses are maintained in accordance with this policy;

(b) Conduct an annual review of all Reserve Fund, Statutory Reserve Fund and Unappropriated Surplus balances and reporting the results of such a review to Council; and

(c) Recommending revisions or amendments to this Policy, as may be required from time to time, as a result in changes in applicable statutes, accounting standards, economic conditions, etc.

5.5. **Interest**

Reserve Funds and Statutory Reserve Funds shall be paid, and allocated interest based on average annual balances and the Village's average rate of return on investments.

5.6. **Guide and Transition**

The minimum and maximum fund balance guidelines shown in this Policy serve as a guide in moving the Village towards the goals or targets it wishes to attain, in terms of individual fund balances. It is recognized that the Village's fund balances are not at the optimal levels at the time of enacting this Policy, however the Village is transitioning towards its optimal targets.

6.0 REFERENCES / POLICY INTEGRATION

District of Lake Country Reserve Fund Policy:

https://lakecountry.civicweb.net/document/63758

7.0 APPROVAL HISTORY

ISSUED BY: CAO	APPROVED BY: Mayor & Council	RESOLUTION NO:	DATE:

Signed by:

Mayor:	CAO:
Date:	Date:



STAFF REPORT

For: Mayor and Council
Prepared by: Ann MacDonald, CAO
Subject: **NOISE COMPLAINTS FROM WFP LOG SORT**
Meeting date: July 20, 2021

BACKGROUND

A series of complaints were received following WFP commencing their log sort operations at 4:30 a.m. on Monday July 5, 2021. WFP continued with these early morning starts and noisy operations all week starting as early as 5:30 am for several days in a row. WFP was advised of and provided a copy of the Village of Sayward Noise Bylaw No. 342, 2005 which permits the operation of sawmills and log peelers between 7:00 am and 8:00 p.m. daily. In addition, staff presented a series of questions to WFP in an effort to obtain more information about WFP operations.

DISCUSSION

At least six complaints were received from people woken up by WFP log sort operations. One citizen submitted several noise measurement reports, showing maximum peak decibels at as high as 83.8 dBs. BC's Health link website indicated that sounds above 85 dB are harmful, with normal conversation being about 60 dB, a lawn mover coming in at about 90 dB and a loud rock concert at about 120 dBs. Some of the readings in the citizen's report, taken from her deck, showed a 92.6 dB reading for as long as 3:23 minutes.

Upon receipt of the complaints, staff contacted WFP and requested answers to the following questions:

a. What are the normal operating hours of the Sayward log sort?
b. Are there any planned extensions of those hours?
c. What noise abatement procedures does WFP follow on a daily basis?
d. What dust abatement procedures does WFP follow during hot dry weather?
e. What mitigative measures WFP is taking to reduce the risk of wildfire?

WFP has provided the following response to the questions posed on July 5th:

Operational Hours
Normal operational hours are from 6:30am to 4:30pm. As safety is paramount, crews have been starting earlier at times due to concerns over fire risks. There are times in when additional hours are needed, and we sometimes operate an afternoon shift. which operationally we need to be flexible due to matters such as fire risk, etc. There are also times when additional hours are needed, and we sometimes operate an afternoon shift.

Noise Abatement
On February 20th, 2019 a letter was send to the previous administrator and Council regarding some of the noise mitigation actions Western had enacted. I have attached that letter for review. Some of the highlights of noise mitigation include:

Dust abatement
We apply a calcium chloride application that does an excellent job preventing dust. In addition, we will also use sprinklers to control dust however we need to balance the use of these sprinklers with water conservation measures.

Fire Concerns
Safety practices and procedures are always top of mind. The fire in question [*July 1, 2021*] was not caused by a chain sparking but occurred during a cleanup period. Several hours after the cleanup, smoke was observed and due to winds, a small fire was observed. Our staff contacted the fire department immediately and the fire was extinguished. A Western [Forest Products] crew was dispatched to set up perimeter sprinklers to ensure that if there were any further flareups, that they were managed. There were not further flareups.

In addition, Sayward sort has sprinklers built into ground on deck for dust control/fire protection. As well, we follow provincial legislation pertaining to block management including reducing materials the closer we are to the community. Other highlighted fire mitigation actions include:

- • Watering of the surface of the sort and decked wood during summer months
- • Deactivating roads into high-risk fire areas. Gating roads such as Cannon Falls to reduce potential fire risk
- • Communicate with Sayward Fire Department and other authorities during fall slash burning programs
- • Undertaking prompt reforestation
- • Undertook a large blowdown salvage operation within the community watershed to reduce possible hazards. While this list is not exhaustive, fire protection/mitigation is taken very seriously.

In addition to these questions, staff note that the same sort of questions were posed to the company in 2016 when WFP commenced their operations in Sayward. WFP has provided the attached information in response to these questions. (Letter attached August 2016)

WFP is an important industry in the Village of Sayward, offering some employment to citizens and providing tax revenue and user fees to the Village for their use of water, sewer, and other

services in the village. The Village of Sayward appreciates the importance of the dry land log sort to WFP's operations, with approximately 20% of the company's sorted production flowing through Sayward. Also, while the Noise Bylaw prohibits operations after 8 p.m. WFP has indicated their desire to operate a second shift which requires an amendment to Bylaw No. 342. The Village appreciates that WFP has have taken steps to minimize the impact of operations on the local community by some operational and structural changes in past.

At the same time, Sayward is no longer a company town, having been incorporated since 1968 and like other businesses in the Village, WFP and Island Timberland must carry out their operations in accordance with village bylaws. In fact, Sayward is possibly transforming to a retirement community as a recent OCP Background Report and household survey showed that a significant portion of citizens live here because they value the natural environment. 30% are over 65 and the average age is 58.7. These changing demographics suggest the village is changing from that of a typical company forestry town and WFP may need to develop an appreciation of that change in terms of operations.

Staff have identified a series of options to address this, as follows.

OPTIONS

1. Maintain Status Quo:

This is unacceptable and carrying on with the status quo in contravention of Noise Bylaw no. 342 is not an acceptable option. The Bylaw should either be amended to enable the WFP operations, or the WFP operations must comply with the bylaw.

2. Work with WFP to develop a Framework of Operations that is considerate of both parties.

WFP has indicated that their preference to commence operations from 6:30 a.m. to 4:30 every day. While this would be an improvement over the current trend of commencing work at 4:30 a.m. agreement towards this schedule would still require an amendment to the current Noise Bylaw No. 342, 2005 which provides for a 7:00 am start, Monday to Sunday. In a letter dated February 20, 2019 (attached) WFP has also indicated their preference for discretion to run a second afternoon shift during those times when production requires that.

Council could consider supporting these changes in exchange for some compensation to the community for the extra noise and disturbance. One option might be the request for a full day of shut down of operations every Sunday. Another might be financial compensation paid at the bylaw fine fee of $2000 per day on those occasions where they see it necessary to work an additional shift. Developing a framework that clarifies the interests of both parties is an excellent way to proceed now.

Staff recommend that they be given direction to work with WFP to develop a Framework of Operations that outlines their response and commitment to the issues of noise, dust and

operating times. For the Village's part, it can opt to amend its bylaws to provide for the operations and clarify how any additional impacts over and above the provisions allowed in the bylaw, can be compensated by WFP. This framework can also begin discussions on water use by WFP in order to ensure that the company is being fairly charged and that the village is being fairly compensated for water use at the log sort site. Staff has had some good discussion with WFP's Director of Government Relations to clarify what options both parties could consider moving forward and it is hoped that this can produce a plan to bring forward to

3. Implement Ticketing Bylaw to enable RCMP bylaw enforcement.

Staff have sent a copy of an existing draft Ticketing Bylaw, No. 442, Bylaw to Authorize Ticketing for Bylaw Offences out for a legal review. Once finalized, staff can deploy the RCMP to enforce the bylaws contained in Bylaw No. 442, including the Noise Bylaw. A response is expected within the next few weeks. At that time, staff can bring the bylaw to the August council meeting for Council's review, consideration, and possible approval.

RECOMMENDATIONS

THAT the staff report Noise Complaints from WFP Log sort be received for information and discussion, and;

THAT Staff be directed to work with WFP to establish a Framework of Operations that outlines times of operation, dust management, noise and fire abatement and communication with the Village, and;

FINALLY THAT staff return to Council with Ticketing Bylaw No. for Council's review and approval.

_____

Ann MacDonald
CAO

Attached
August 16, 2016 letter
Letter of complaint from citizen with details of safe and recorded dBs.
Copy of one complaint form sent 9 times for 9 different infractions over several days.

Western Forest Products Inc.
DEFINING A HIGHER STANDARD™

July 13, 2021

By email: cao@sayward.ca

Mayor and Council
Village of Sayward
652-A H'Kusam Way
PO Box 29
Sayward, BC
V0P 1R0

Mayor and Council,

RE: Response to community matters

Over the last few weeks, you have provided me with some questions/concerns regarding operations at Western. I will provide responses to the questions you posed to me below.

JUNE 23, 2021

Question: Can you please advise if WFP has already applied the CC treatment for this season or is that something that is planned to occur, and if so, do you have a general idea of when that will happen?

Dust Treatment

We have completed our regular dust control near the DLS and other areas of the tenure. This control includes a regular application of calcium chloride that is very effective at controlling dust for several months. Because of its effectiveness, one application of calcium chloride is required within the season.

Should/when the calcium chloride application becomes less effective, we also use a sprinkler and water application to further control dust. We will communicate with the Village to ensure water supply is not at critical levels before using this type of application.

Campbell River Regional Office
#118 - 1334 Island Highway, Campbell River, BC V9W 8C9 | 250.286.3767

www.westernforest.com

JULY 5, 2021

Question: Can you please advise me of the following:

- ***a. The normal operating hours of the Sayward log sort***
- ***b. Any planned extension of those hours***
- ***c. What noise abatement procedures you follow on a daily basis***
- ***d. What dust abatement procedures you follow during hot dry weather***

Operational Hours

Normal operational hours are from 6:30am to 4:30pm. As safety is paramount, crews have been starting earlier at times due to concerns over fire risks. There are times in which operationally we need to be flexible due to matters such as fire risk, etc. There are also times when additional hours are needed, and we sometimes operate an afternoon shift.

Noise Abatement

On February 20th, 2019 a letter was send to the previous administrator and Council regarding some of the noise mitigation actions Western had enacted. I have attached that letter for review. Some of the highlights of noise mitigation include:

a. Expending significant funds to refit all vehicles that require a back-up alarm, to that of a quieter, lower tone alarm
b. Adjusting volumes on outdoor speakers
c. Reviewing scheduling in attempts to mitigate afternoon shifts

Dust abatement

We apply a calcium chloride application that does an excellent job preventing dust. In addition, we will also use sprinklers to control dust however we need to balance the use of these sprinklers with water conservation measures.

JULY 5, 2021

Question: "Apparently there were a number of fires at the log sort on Thursday January 1 at approximately 1 pm, caused by a chain sparking on the road and igniting a fire in the sawdust. This is pretty serious, and the fire department was engaged and remains quite concerned. Can you please add to my earlier list the query as to what WFP is doing for fire abatement during the summer hot season, and what we can expect to be done to prevent the risk of wildfire in the community".

Fire Concerns

Safety practices and procedures are always top of mind. The fire in question was not caused by a chain sparking but occurred during a cleanup period. Several hours after the cleanup, smoke was observed and due to winds, a small fire was observed. Our staff contacted the fire department immediately and the fire was extinguished. A Western crew was dispatched to set up perimeter sprinklers to ensure that if there were any further flareups, that they were managed. There were not further flareups.

In addition, Sayward sort has sprinklers built into ground on deck for dust control/fire protection. As well, we follow provincial legislation pertaining to block management including reducing materials the closer we are to the community. Other highlighted fire mitigation actions include:

- Watering of the surface of the sort and decked wood during summer months
- Deactivating roads into high risk fire areas. Gating roads such as Cannon Falls to reduce potential fire risk
- Communicate with Sayward Fire Department and other authorities during fall slash burning programs
- Undertaking prompt reforestation
- Undertook a large blowdown salvage operation within the community watershed to reduce possible hazards

While this list is not exhaustive, fire protection/mitigation is taken very seriously.

I appreciate you bringing these matters to my attention so that I may provide some comfort to you, administration, and members of the public that the matters above are/have been addressed. Please continue to direct all concerns/comments to me for review and I will respond back to you as soon as I have gathered all the relevant information.

Regards,



Brad McRae
Director, Government Relations
Western Forest Products

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

Mid Island Forest Operation – Menzies Bay

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www.westernforest.com

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