VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING AGENDA
October 1st, 2024 - 7:00 PM
COUNCIL CHAMBERS

The Village of Sayward respectfully acknowledges that the land we gather on is on the unceded territory of the K'ómoks First Nation, the traditional keepers of this land.

1. **Call to Order**
2. **Public Input (Maximum of 2 minutes per speaker, 15 minutes total)**

   Mayor: "Public input is for the purpose of permitting people in the gallery to provide feedback and shall be no longer than 15 minutes unless approved by majority vote of Council; each speaker may provide respectful comment on any topic they deem appropriate and not necessarily on the topics on the agenda of the meeting. Each speaker may not speak for longer than 2 minutes but may have a second opportunity if time permits. Each speaker must not be allowed to speak regarding a bylaw in respect of which a public hearing has been held. For the record, please state your name and address."
3. **Introduction of Late Items**
4. **Approval of Agenda**

   Recommended Resolution:

   THAT the agenda for the Regular Meeting of Council for October 1st, 2024, be approved [as presented **or** as amended].
5. **Minutes of Previous Meetings**

   Recommended Resolutions:

   a) THAT the minutes from the Regular Council meeting held on September 24th, 2024, be tabled to allow time for staff to complete developing the minutes.
6. **Petitions and Delegations**

   a) Sayward District Fire Protection Service – David Leitch, Chief Administrative Officer, Tom Yates, Senior Manager, Corporate Services, and Shaun Koopman, Manager of Emergency Services of the Strathcona Regional District.
7. **Correspondence**

   a) BC/Yukon Command of the Royal Canadian Legion – 20th Anniversary Edition Military Service Recognition Book.

   Recommended Resolution:

THAT correspondence a) be received for information; AND

THAT Council authorizes the purchase of a 1/10 page (Business Card – Full Colour) valued at $385.00.

8. Council Reports

a) Cllr Burchett Report to Council

9. Reports of Committees - None

10. Mayor's Report - None

11. Unfinished Business

a) Appointment of Alternates to Committees and Boards
Recommended Resolution:
THAT Council receives this report for information; AND
THAT Council appoints (state member's name) to (state Committee or Board's name) as the Village's representative.

12. Staff Reports

a) Appointment of Alternates to Boards and Committees
Recommended Resolution:

THAT Council receives this report for information; AND

THAT Council appoints (***state member's name***) to (***state Committee or Board's name***) as the Village's representative.

b) Village Drone Lease to Campbell River Search and Rescue
Recommended Resolution:

THAT the report from the Chief Administrative Officer be received.

THAT as part of the Village of Sayward provide the Mavic 2 Enterprise Advanced unmanned aerial vehicle to the Campbell River Search and Rescue Society through a 5-year lease agreement.

13. Emergency Services/Public Works/Recreation Department Reports - None

14. Bylaws

a) Permissive Tax Exemption Bylaw No.509, 2024

Recommended Resolution:

THAT Permissive Tax Exemption Bylaw No. 509, 2024 be given fourth and final reading.

15. New Business - None

16. Public Question Period (maximum 15 minutes)

Mayor: "The purpose of the public question period is to enable citizens to ask questions of Council about issues that are important to the citizen asking the question. Speakers are asked to limit their questions to one each and, if time permits after everyone has had an opportunity to ask questions, speakers may ask a second question. Citizens will be asked to state their name and address."

17. In Camera

Recommended Resolution:

THAT in accordance with Section 92 of the *Community Charter,* this Council meeting will be closed to the public at this time in order that Council may give consideration to matters in accordance with the following sections of the *Community Charter*:

1. 90(1)(c) labour relations or other employee relations;
2. 90(2)(c) a matter that is being investigated under the *Ombudsperson Act* of which the municipality has been notified under section 14 *[Ombudsperson to notify authority]* of that Act;
3. 90(1)(d) the security of the property of the municipality;
4. 90(2)(b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party;

18. Adjournment

Strathcona
REGIONAL DISTRICT

STAFF REPORT

DATE: March 15, 2024

FILE: 0550-04 Board

TO: Chair and Directors
Regional Board

FROM: David Leitch
Chief Administrative Officer

RE: BYLAW NO. 547 – SAYWARD DISTRICT FIRE PROTECTION SERVICE

PURPOSE/PROBLEM

To consider Bylaw No. 547 which would expand the Sayward Valley fire protection service to include the Village of Sayward as a participant in a sub-regional service model arrangement.

POLICY ANALYSIS

The attached report was considered at the September 8, 2021 meeting of the Regional Board at which time the following resolution was passed:

> Whalley/Davis: SRD 777/21
>
> THAT the concept of a sub-regional service model for fire protection through the Regional District be investigated for the Village of Sayward and the Sayward Valley, following which
>
> THAT a further report be prepared for the Board's consideration.

Since that time the Regional District and the Village of Sayward have been discussing the financial, governance and operational aspects of the sub-regional model and how best to transition from the current contractual arrangement. The Village has now agreed to the concept of a shared service arrangement which would be implemented under Bylaw No. 547.

Bylaw No. 547 would authorize the Regional District to operate the fire protection service on behalf of the Village of Sayward and that part of Electoral Area A currently being provided with the service. In accordance with the *Local Government Act*, the 2 participants in the service would be responsible for all operational and administrative matters while the entire Board would need to approve any borrowing, contracts and service amendments as is the case with all Regional District services. Since each jurisdiction has already prepared its own operational budget for 2024, Bylaw No. 547 is proposed to become effective as of January 1, 2025. This will also provide time for the various operational, administrative and other transitional matters (property transfers, etc.) to be addressed in anticipation of the change in service responsibility.

Following third reading of Bylaw No. 547 it will be necessary to obtain the consent of the participating areas for the service before the bylaw can be forwarded to the Province for approval. Once it has been approved by the Inspector of Municipalities, Bylaw No. 547 can be returned to the Board for consideration of adoption.

RECOMMENDATIONS

1. THAT the report from the Chief Administrative Officer be received.

2. THAT Bylaw No. 547, being a bylaw to amend the Sayward Valley fire protection service to include the Village of Sayward, be now introduced and read a first time.

3. THAT the rules be suspended and Bylaw No. 547 be given second and third readings.

4. THAT Bylaw No. 547 be authorized for approval on the basis of consent of the participants in accordance with s.349 of the *Local Government Act*.

Respectfully:

David Leitch
Chief Administrative Officer

for

Prepared by: *T. Yates, Corporate Services Manager*

Attachments: Bylaw No. 547
Bylaw No. 1265 (consolidated)
Copy of August 13, 2021 report to the Board

BYLAW NO. 547

A BYLAW TO AMEND THE SAYWARD VALLEY FIRE PROTECTION SERVICE TO INCLUDE THE VILLAGE OF SAYWARD

WHEREAS the former Comox-Strathcona Regional District has, by Bylaw No. 1265, established a service to provide fire protection to a part of Electoral Area H;

AND WHEREAS the Comox-Strathcona Regional District was, by Order in Council 059/08, divided into the Comox Valley Regional District and the Strathcona Regional District effective February 15, 2008;

AND WHEREAS a service of the Comox-Strathcona Regional District that was operated within all or part of the area comprising the Strathcona Regional District remains in force as a service of the Strathcona Regional District until amended or repealed;

AND WHEREAS Electoral Area H of the former Comox-Strathcona Regional District was renamed by supplementary letters patent as Electoral Area A of the Strathcona Regional District;

AND WHEREAS the Regional Board wishes to amend the provisions of the said fire protection service to include the Village of Sayward;

AND WHEREAS the written consent of at least 2/3 of the service participants has been obtained pursuant to section 349 of the *Local Government Act*;

NOW THEREFORE the Board of Directors of the Strathcona Regional District, in open meeting assembled, enacts as follows:

Amendments

1. 1) Section 2 of Bylaw No. 1265 is deleted in its entirety and replaced with the following:

Boundaries

2. The boundaries of the service include the Village of Sayward and that part of Electoral Area A shown outlined on Schedule 'A', attached to and forming part of this bylaw.

2) Section 3 is deleted in its entirety and replaced with the following:

Participating Areas

3. The participating areas for the service established by this bylaw include the Village of Sayward and Electoral Area A.

3) A new section 4A is added as follows:

Apportionment of Costs

4A. The annual net costs of the service shall be apportioned among the participating areas according to the following formula:

(a) the Village of Sayward shall pay 40 per cent of the annual net service costs;

(b) that part of Electoral Area A within the service area shall pay 60 per cent of the annual net service costs;

4) Schedule 'A' of Bylaw No. 1265 is deleted and a new Schedule 'A', attached to and forming part of this bylaw, is substituted therefor.

Effective Date

2. This bylaw will become effective on January 1, 2025.

Citation

3. This bylaw may be citied for all purposes as Bylaw No. 547, being Sayward Valley Fire Protection Local Service Area Establishment By-Law 1990, Amendment No. 5.

READ A FIRST TIME ON THE DAY OF , 2024

READ A SECOND TIME ON THE DAY OF , 2024

READ A THIRD TIME ON THE DAY OF , 2024

CONSENT PROVIDED BY THE VILLAGE OF SAYWARD ON THE DAY OF , 2024

CONSENT PROVIDED BY THE DIRECTOR FOR ELECTORAL AREA A ON THE DAY OF , 2024

APPROVED BY THE INSPECTOR OF MUNICIPALITIES ON THE DAY OF , 2024

RECONSIDERED, FINALLY PASSED AND ADOPTED ON THE DAY OF , 2024

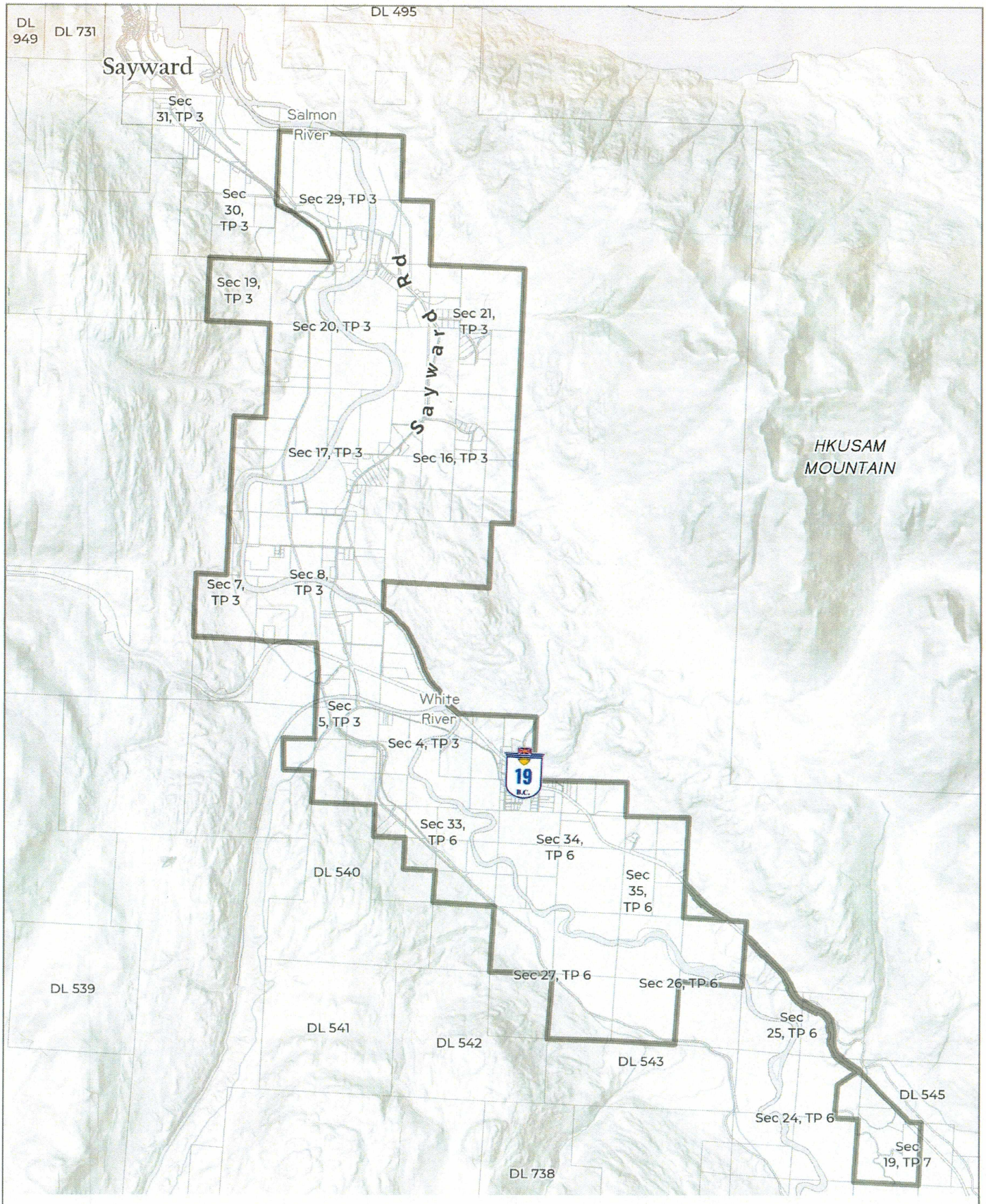
_____

Chair

_____

Corporate Officer

Schedule A



Strathcona Regional District

Schedule 'A' to Bylaw No. 547, being Sayward Valley Fire Protection Local Service Area Establishment Bylaw 1990, Amendment No. 5

SAYWARD VALLEY FIRE PROTECTION LOCAL SERVICE AREA ESTABLISHMENT BYLAW, 1990
(CONSOLIDATED)

The following is a consolidated version of Bylaw No. 1265, which was adopted November 26, 1990 and includes the following bylaws:

BYLAW NO.	BYLAW NAME	ADOPTED	PURPOSE
RDCS 1265	Sayward Valley Fire Protection Local Service Area Establishment Bylaw, 1990	November 26, 1990	To convert the Sayward Valley Fire Protection Specified Area to a Local Service Area.
RDCS 1702	Sayward Valley Fire Protection Local Service Area Establishment Bylaw, 1990 Amendment Bylaw No. 1	October 31, 1994	To expand the service area
RDCS 2084	Sayward Valley Fire Protection Local Service Area Establishment Bylaw, 1990 Amendment Bylaw No. 2	March 29, 1999	To remove a portion of Electoral Area 'H' from the service area.
RDCS 2919	Sayward Valley Fire Protection Local Service Area Establishment Bylaw, 1990 Amendment Bylaw No. 4	March 29, 2007	To amend the boundary to include four additional properties located at 1257, 1393, 1400 and 1411 Highway 19.

Unless certified on the last page, this bylaw should not be relied upon for legal purposes. There may be pending updates or revisions to this bylaw. Please contact the Corporate Services Department for the Strathcona Regional District for the most current version.

REGIONAL DISTRICT OF COMOX-STRATHCONA

BY-LAW NO.1265

A by-law to convert the Sayward Valley Fire Protection Specified Area to a Local Service Area for Fire Protection known as the Sayward Valley Fire Protection Local Service Area

WHEREAS under Section 767(4) of the Municipal Act, a regional district exercising a power to provide a service other than a general service, may adopt a by-law respecting that service which:

a) meets the requirements of Section 794 for a by-law establishing the service; and

b) is adopted in accordance with the requirements of Section 802 as if it were a by-law amending a by-law establishing a service;

AND WHEREAS the Regional District of Comox-Strathcona established a Specified Area for the purpose of providing fire protection under the authority of By-law No. 481 being the "Sayward Valley Fire Protection Specified Area Establishment and Loan Authorization By-law, 1980" as amended by By-law No. 998 being the "Sayward Valley Fire Protection Specified Area Levy Increase Amendment By-law No.1, 1988";

AND WHEREAS the Board of the Regional District of Comox-Strathcona wishes to convert the aforesaid specified area to a Local Service Area;

NOW THEREFORE the Regional Board of the Regional District of Comox-Strathcona in open meeting assembled, enacts as follows:

Service

CSRD 2919

1. The "Sayward Valley Fire Protection Specified Area Establishment and Loan Authorization Bylaw, 1980" established by By-law No. 481 is converted by this bylaw to establish the Sayward Valley fire protection service for the purposes of providing fire protection.

Boundaries

2. The boundaries of the service are that part of Electoral Area 'H' shown outlined on the map attached to this bylaw as schedule 'A'.

Participating Areas

3. The participating area for the service is that portion of Electoral Area 'H' shown on schedule 'A' as the service are referred to in the preceding section 2 of this bylaw.

Cost Recovery

4. As provided in section 803 of the *Local Government Act,* the annual cost of providing the service shall be recovered by one or more of the following:

   (a) property value taxes;
   (b) parcel taxes
   (c) fees and charges;
   (d) revenues raised by other means authorized by the *Local Government Act* or another act; and

(e) revenues received by way of agreement, enterprises, gift, grant or otherwise.

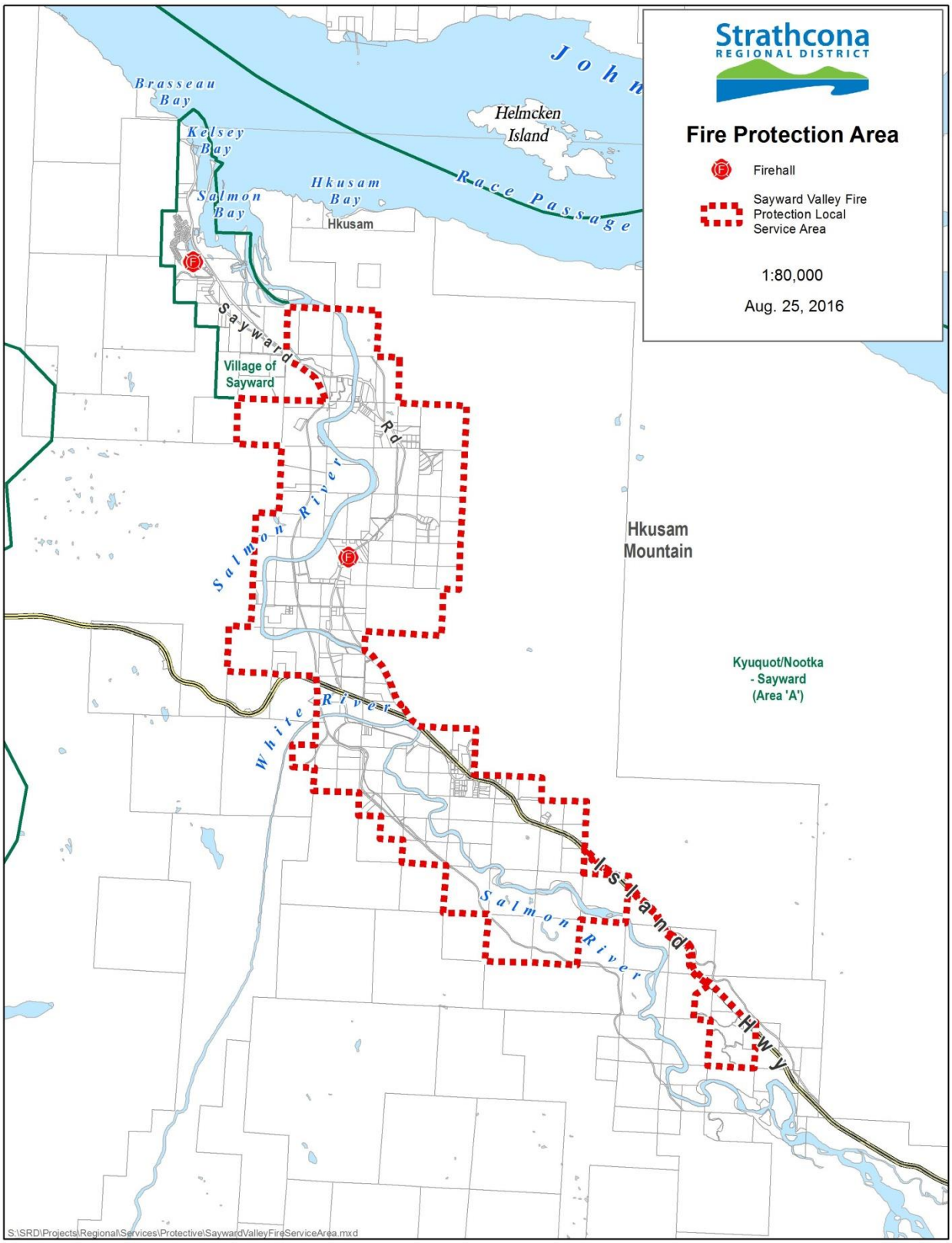
Maximum Requisition

5. In accordance with section 800.1 (1)(e) of the *Local Government Act,* the maximum amount that may be requisitioned annually for the cost of the service established by this bylaw is $2.00 per $1,000.00 of taxable value of land and improvements for regional hospital district purposes within the Sayward Valley fire protection service.

6. This By-law may be cited as "SAYWARD VALLEY FIRE PROTECTION LOCAL SERVICE AREA ESTABLISHMENT BY-LAW, 1990

-End-

Schedule ‘A’


Strathcona
REGIONAL DISTRICT
Fire Protection Area
Firehall
Sayward Valley Fire Protection Local Service Area
1:80,000
Aug. 25, 2016
John
Brasseau Bay
Kelsey Bay
Salmon Bay
Hkusam Bay
Hkusam
Helmcken Island
Race Passage
Sayward Rd
Village of Sayward
Salmon River
Hkusam Mountain
Kyuquot/Nootka - Sayward (Area 'A')
White River
Island Hwy
S:\SRD\Projects\Regional\Services\Protective\SaywardValleyFireServiceArea.mxd

Strathcona
REGIONAL DISTRICT

STAFF REPORT

DATE: August 13, 2021 **FILE:** 0550-04 Board

TO: Chair and Directors,
Regional Board

FROM: Dave Leitch
Chief Administrative Officer

RE: **SAYWARD VALLEY FIRE SERVICES REVIEW**

PURPOSE/PROBLEM

To consider the results of the Sayward Valley Fire Service Review and possible next steps.

EXECUTIVE SUMMARY

At its August 11, 2021 meeting the Electoral Areas Services Committee considered the attached report and passed the following resolution.

> Whalley/Leigh: EASC 180/21
>
> THAT staff investigate in more detail the concept of a sub-regional service model for fire protection through the Regional District.

If the Board concurs with the recommended approach staff will begin discussions with the Village of Sayward on the cost, operational and governance aspects of a sub-regional service model and return a further report in due course for the Board's consideration.

RECOMMENDATIONS

1. THAT the report from the Chief Administrative Officer be received.

2. THAT the concept of a sub-regional service model for fire protection through the Regional District be investigated for the Village of Sayward and the Sayward Valley, following which

   THAT a further report be prepared for the Board's consideration.

Respectfully:

Dave Leitch
Chief Administrative Officer

Prepared by: *T. Yates, Corporate Services Manager*

Attachment: Copy of August 6, 2021 report to the Electoral Areas Services Committee

COPY

STAFF REPORT

DATE: August 6, 2021 **FILE**: 0540-04 EASC

TO: Chair and Directors,
Electoral Area Services Committee

FROM: David Leitch
Chief Administrative Officer

RE: SAYWARD VALLEY FIRE SERVICES REVIEW

PURPOSE/PROBLEM
To consider preliminary results of the Sayward Valley Fire Service Review.

EXECUTIVE SUMMARY
The Regional District contracts with the Village of Sayward to provide fire protection to a portion of Electoral Area A known as the Sayward Valley Fire Protection Area (SVFPA). The current contract with the Village expires at the end of next year. In 2020 the Regional District determined that a review of the service should be undertaken with particular emphasis on whether the current service model was the most appropriate method for delivery of the service to ratepayers or if there might be another service delivery model that should be considered. The review was to address operational and financial issues, and whether the Regional District's role in oversight and decision making was appropriate given its annual financial contribution.

The Regional District contracted with Aegis Risk Management Ltd. to undertake a comprehensive review of the fire protection service that included an evaluation of:

- the current contracted service arrangement and whether the Regional District had sufficient governance oversight over cost and service standards;
- the feasibility of disengaging from the current contract with the Village of Sayward, or reversing the current arrangement such that the Regional District would operate the service and offer that service to the Village under contract; and
- the feasibility of establishing a sub-regional service model.

The consultant has outlined several alternatives for possible consideration by the Regional District. These include strengthening the current service model, having separate (non-affiliated) fire protection services for the Village and Sayward Valley, and operating a sub-regional fire protection service through the Regional District. It is noted by the consultant that, while there are a number of operational, financial and governance challenges with the current service delivery model, there are also significant economies of scale which benefit both Village and Regional District ratepayers by having a shared service. If the Sayward Valley and the Village were to operate separate fire protection services, it is very likely that costs would increase for both governments and the ability to recruit and retain volunteers would become even more of a challenge than is currently the case.

At this point the Board has several options in consideration of next steps:

Option A - Investigate in more detail the concept of operating the Sayward Valley fire protection service independently of the Village of Sayward.

Option B - Continue negotiating with the Village of Sayward for resolution of issues under the current service model.

Option C – Negotiate with the Village of Sayward to offer fire protection services by the Regional District under a contract arrangement (ie. reversing the current contract relationship).

Option D - Investigate in more detail the concept of a sub-regional service model for fire protection through the Regional District.

At this time the consultant's report is presented for information only and to allow the Committee time to review the report in detail before considering the extent to which changes to the service should be further investigated.

RECOMMENDATION

THAT the report from the Chief Administrative Officer be received.

Respectfully:

David Leitch
Chief Administrative Officer

BACKGROUND/HISTORY

The Regional District contracts the Village of Sayward to provide fire protection services to a portion of Electoral Area A. The cost this service is shared with the Village, with the Regional District contributing 60% of the operating budget and the Village contributing 40%, excluding the maintenance costs for Firehall No.1 (Village owned) and Firehall No.2 (Regional District owned). Capital costs for equipment are cost shared with each party contributing 50%. The assets owned and contributed by the Regional District for the purposes are Fire Hall No.2 (1306 Sayward Road) and a 2007 Fort Garry Freightliner. The remaining assets required to provide fire protection services in the region are owned by the Village, which include Fire Hall No.1, a 1990 International Marion Rescue Truck, a 1997 Ford Superior Fire Engine, and a supply of fire protection, rescue and first responder equipment.

The Regional District last entered into a contract with the Village of Sayward on November 3, 2010 which expired at the end of 2014. Since that time, four short-term modified contract renewals have occurred. During the time period between these modification agreements, progress was made with respect to negotiation and examination of alternative service models, however due to frequent changes in Village staff, discussions were never concluded.

LEGAL IMPLICATIONS

The BC *Fire Services Act* does not require a Regional District to provide an area with fire protection, however annulling this service was not considered in the Review as such a measure may result in a serious reduction in public safety.

INTERDEPARTMENTAL INVOLVEMENT

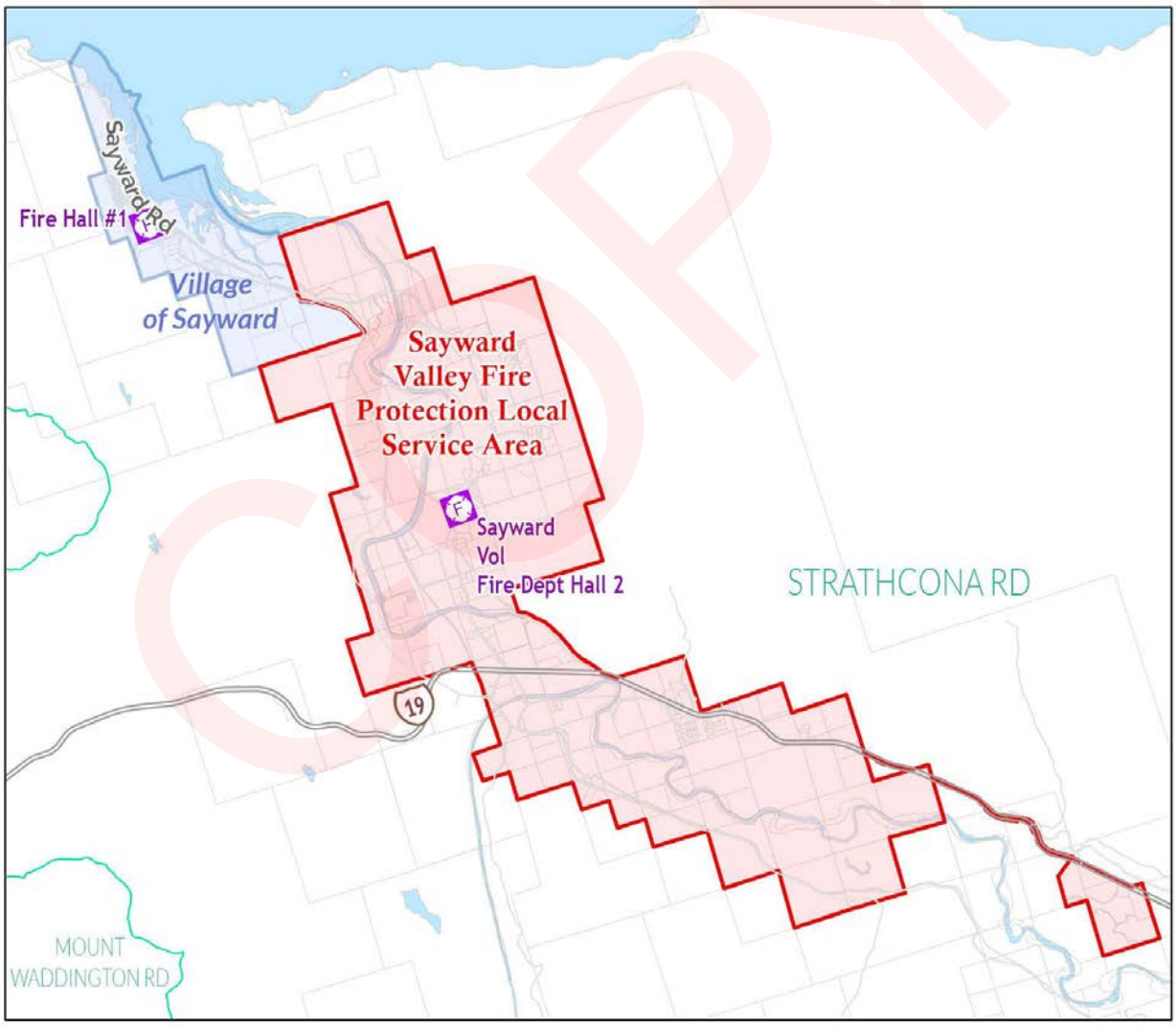
Should a further report be requested Protective Services would coordinate this project.

COPY

Prepared by: *S. Koopman, Protective Services Coordinator*

Attachments: Map of the Sayward Valley Fire Protection Local Service Area
Fire Service Review (Sayward Valley) – Aegis Risk management Ltd.

Map of the Sayward Valley Fire Protection Local Service Area



COPY

Strathcona Regional District

Fire Service Review

Sayward Valley

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aegis risk management ltd., April 2021

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Table of Contents

1 Executive Summary 4

2 Methodology 7

3 Review of Current Fire Protection Arrangement 8

4 Option A - Establish Separate Sayward Valley Service 15

5 Alternative Fire Protection Service Models 20

Option B - Establish SRD Local Service 21

Option C - Establish SRD Sub-Regional Service 24

6 Evaluation of Service Models 27

7 Additional Observations 32

8 Recommendations 34

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1. EXECUTIVE SUMMARY

The Strathcona Regional District (SRD) contracted Aegis Risk Management Ltd. to conduct a *Fire Services Administrative Review* of fire protection in the Sayward Valley portion of Electoral Area 'A'. The review included an assessment of the current contracted service, the potential to establish a new fire department solely for the portion of Electoral Area 'A', and explored other alternative solutions. The objective is to enhance the SRD's role in the oversight and decision making of the service.

The Current Service Arrangement

Fire protection for the Sayward Valley Fire Protection Service Area is provided by the Village of Sayward Volunteer Fire Department (SVFD) by contract. The contract incorporates a complex funding model that has evolved over time to include cost sharing of operational and capital budgets, and joint ownership of some capital assets. The last contract term expired in 2019 and was extended for an additional 2 years.

Response is from two fire stations – one owned by and located within in the Village of Sayward, the other owned by and located within Sayward Valley. The majority of the fire and emergency incidents occur within the much larger SRD Sayward Valley area, however the Village of Sayward operates the fire department and has administrative oversight. The SRD participates in some budgetary decisions however the Village determines how the services will be provided with limited SRD consultation.

Operational decisions are largely made by the Village of Sayward as the service provider and administrator of the fire department. While opportunity does exist for input from the SRD, there have historically been few discussions outside of the annual budget process. There is no formal mechanism to discuss operational, administrative, and strategic issues for the benefit of both parties. The cost for fire protection is shown in Figure 1.1 below.

Figure 1.1
2019 Actual Cost of Fire Protection

Expense (2019 Actual)	SRD - Valley	Village
Internal Expenditures	$5,054.00	$4,338.00
Portion of Shared Operating Costs	$35,840.00	$22,226.53
Reserve Transfers, other	$16,700.00	$0.00
Total Budget	$57,594.00	$26,564.53
Total Cost of Fire Protection	**$84,158.53**	

The tax rates per $1,000 of assessed property value for both areas are the normal range for similar communities on Vancouver Island (approximately $0.5000 to $1.000 per $1,000 of assessed value):

- SRD Sayward Valley - $0.8400 per $1,000 of assessed value
- Village of Sayward - $0.5600 per $1,000 of assessed value

The Fire Underwriters Survey (FUS) grading for insurance purposes is Dwelling Protection Grade (DPG) 3A and 3B for the Village of Sayward while the Sayward Valley has a combination of some DPG 3A/3B and a lower level of DPG 5 mostly due to the lack of fire hydrants. Adopting a new governance model would

likely not affect the FUS grading or insurance rates. However, the DPG 5 could be improved to DPG 3B with the implementation of a water shuttle program which would require additional tanker trucks and rely on mutual aid partners. This may result in a reduction to insurance rates and should be studied further.

Option A - Potential to Establish a New Fire Department for the Sayward Valley Portion of Area 'A'

As one of the driving questions for the impetus of this *Review*, the consultants were asked to analyze this option in the greatest detail. Under this alternative, the Strathcona Regional District would end its Fire Protection service contract with the Village of Sayward and recommend to the Regional Board that the the SRD govern and operate the Sayward Valley Fire Protection Service. The alternative would result in two separate services: the Village of Sayward Fire Protection Service, which would provide service to the Village of Sayward; and the Sayward Valley Fire Protection Service, which would service only the Sayward Valley.

Implementing this option would require the SRD to establish a fire department virtually the same as the one currently serving both areas. The minimum requirements to retain current FUS grading requires 15 volunteer firefighters. These volunteers would need to be trained to meet the minimum level of service of "Exterior Operations" under the mandatory *BC Structure Firefighters Competency and Training Playbook*[1] (OFC Playbook). The main difference is that the new fire service would operate from one fire station, serve a slightly smaller area, and use slightly fewer apparatus and equipment than the current arrangement.

Annual operating costs would increase under this model and there are additional one-time start-up costs including the purchase of a second used fire truck (water tender) given that the current fire truck (2007 model) will continue to meet FUS requirements for another 11 years. Figure 1.2 below summarizes cost projections. A full cost analysis is included in Section 4.

Figure 1.2
Projected Costs for New Fire Service

BUDGET ITEM	CURRENT SRD COST	PROJECTED NEW COST
Annual Operating Budget	$57,494.00	$70,876.00
Annual Cost per $1,000 of Assessed Value	$0.8450	$0.9617
One-time Capital Start-up Costs[2]	n/a	$176,500.00

Transition to a new service would take approximately 2- 3 years to wind down the current agreement and create new legal and operational capacity. Critical steps include:

- Establishing bylaws and legal framework.
- Recruiting and training new volunteers.
- Acquiring an additional fire truck (water tender) to meet FUS requirements for two fire trucks.
- Reprogramming mapping and dispatch procedures through North Island 911 (NI-911).

[1] https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/embc/fire-safety/playbook.pdf

[2] Debt servicing of Start-up Costs is not included in the Annual Operation Budget or Cost per $1,000 of Assessed Property Value.

Alternative Governance and Administrative Options

The report describes and assesses two additional service alternatives:

- *Option B, Establish SRD Local Service* — Under this alternative, the existing contract Village of Sayward Fire Protection Service would be terminated and re-established as an SRD governed Service for the Sayward Valley Fire Protection Area. The SRD, as the local government for Area 'A', would provide the service to the existing fire service area in the Sayward Valley portion of Area 'A'. The service would be provided to the Village of Sayward by the SRD through a fee-for-service contract.

  In essence, this alternative would take the existing service arrangement and "flip it" to make SRD the service provider, and the Village of Sayward the purchaser of the service.

- *Option C, Establish SRD Sub-Regional Service* — The Village of Sayward and Strathcona Regional District would agree in this alternative to provide fire protection to the Village and the Sayward Valley through a shared, sub-regional service of the SRD. Funding for the service would be levied by the SRD. The service would be administered and governed by the SRD. Decisions on the operation and administration of the service would be made by the Directors representing the two jurisdictions only; decisions on finances, contracts and other matters would be made by the full board.

The three alternatives are described in detail and evaluated against four assessment criteria, including fairness, cost effectiveness, the role in decision-making (i.e., governance) for Area 'A', and the anticipated level of support. The service alternative that calls for the establishment of an SRD sub-regional service, in place of the existing service arrangement, emerges from the evaluation as the preferred model.

In the consultant's opinion, there are significant economies of scale benefiting both jurisdictions in a shared service under any model. While the concept of operating two separate services is attractive from a decision-making perspective, costs would increase for both parties and it is clear that recruitment and retention for a single fire department is a primary challenge.

2. METHODOLOGY

The Strathcona Regional District sought qualified consultants to review the current service arrangements for fire protection in the Sayward Valley which is a portion Electoral Area 'A'. The consultants submitted a proposal with three progressive and optional stages. The SRD selected stages 1 and 2, with stage 3 remaining an option for a later date.

> ***Stage 1 - Internal SRD review with recommendations for options.***
> This stage included an internal review of the current fire services, administration and governance through engagement with SRD Staff and stakeholders to fully understand the current situation and jointly reach viable options for consideration.
>
> ***Stage 2 (Optional) – Additional review with Village of Sayward:***
> This stage included consultation with the Village of Sayward Staff and Fire Department personnel to understand the situation from their perspective, and to explore options to shift from the current model.
>
> ***Stage 3 (optional) - Facilitated dialogue between the SRD and Village of Sayward with the intent of reaching a new agreement:***
> This stage would include both consultants attending the region, face to face, to facilitate approximately two days of discussions with SRD and Village of Sayward representatives with the intent of transforming the findings and recommendations from stages 1 and 2 into a new agreement which may include a new governance model. The consultants would work towards facilitating a new agreement including drafting new contract terms and providing a guidance framework for how the parties would approach any potential realignment of governance through their respective local government processes.

Beginning in late October, the consultants conducted a comprehensive document review including letters patent, agreements, policies, financial statements, and budgets. The document review informed a series of face to face and remote interviews with SRD Staff, and the Village of Sayward staff who provided data and information about their contributions to the service arrangement. The consultants then turned to a research and analysis of the information to assess the current service and identify any alternatives to improve on the current model. Those finding are reported herein.

3. REVIEW OF CURRENT FIRE PROTECTION ARRANGEMENT

The purpose of this review is to explore governance and administrative models for the delivery of fire service in the Village of Sayward and the Sayward Valley. Understand the current services with respect to costs, service levels, and demands for service (incidents) will inform the SRD's assessment of the consultant's presented options; and will also help understand where operational improvements could be made regardless of which governance model is adopted.

The Sayward Valley receives fire protection from the Village of Sayward Volunteer Fire Department (SVFD) under contract. The arrangement dates back to an agreement signed by the now dissolved Strathcona-Comox Regional District (SCRD) and has carried forward ever since. Some minor changes have taken place with the addition of a second fire station in the 1980's located in the Sayward Valley area, the inclusion of First Medical Responder medical response within the last decade, and the most recent dissolution of a Road Rescue Society which turned equipment assets over to the fire department.

The last contract term expired in 2019 and was extended for an additional 2 years by mutual agreement. Some amendments were made in 2015 including the addition of a Service Partnership clause which states " *The parties agree to work together to find and evaluate potential efficiencies related to the operation, management, and governance of the service during the term of this agreement*".[3]

Operational decisions are largely made by the Village of Sayward as the service provider and administrator of the fire department. While opportunity does exist for input from the SRD, there have historically been few discussions outside of the annual budget process which requires the Village to submit an annual budget to the SRD no later than November 30 each year. There is no formal mechanism to discuss operational, administrative, and strategic issues for the benefit of both parties.

While the SVFD delivers fire services under the contract, the arrangement is more complex than a simple fee for service. Each party owns and maintains one fire station and the assorted capital assets such as equipment and trucks. Some assets are jointly owned. Operating costs for the department, excluding equipment and facilities maintenance, are cost shared with the SRD contributing 60% and the Village 40% of the jointly approved budget. Capital expenses are cost shared at 50% by each party. Figure 3.1 below outlines the major assets and distribution

Figure 3.1
Major Capital Asset Distribution

Village of Sayward	Sayward Valley (SRD)	Shared
• Fire Station #1 • Rescue 33 - 1990 International Rescue Truck • Engine 3 - 1997 Ford Superior Fire Engine • Rescue equipment transferred from the Road Rescue Society	• Fire Station #2 • Engine 4 - 2007 Freightliner Fire Engine	• Rescue 22 - 2015 Ford F350 Pick-up Truck

[3] Modification Agreement between Strathcona Regional District and Village of Sayward, 2015



Engine 3 - 1997 Ford Superior Fire Engine



Rescue 22 – 2015 Ford F350 Pick-up Truck



Engine 4 – 2007 Freightliner Fire Engine



Rescue 33 – 1990 International Rescue Truck

The Village of Sayward has approximately 201 taxable land parcels and a population of approximately 300 residents. There are some large buildings including a school and some light commercial/industrial. The majority of the community has fire hydrants. Fire Station #1 is an older wood framed, two-storey building with two garage bays for fire apparatus. The British Columbia Emergency Health Services (BCEHS) leases a portion of the fire station for the provision of ambulance service in the region.

The Sayward Valley Fire Protection Area has approximately 374 taxable land parcels and a population of around 1000 residents. The area is comprised of mostly rural residential properties with no fire hydrants. Water supply for firefighting is achieved through static water sources including two drafting wells – one located at Fire Station #2 and the other near the gas station at the Junction of Highway 19 and Sayward Road.

Fire Station #2 is a wood framed single storey building built in 1980's with two garage bays for fire apparatus. A building assessment was conducted in 2016 by the Municipal Insurance Association that identified several structural and safety related problems[4]. Most importantly is the location which sits between two waterways that are prone to flooding in the rain seasons often making the facility and equipment inaccessible. Exact records are unavailable at the time of this report. In addition, the report highlighted a variety of maintenance issues. Repairs have been deferred pending this fire service review however the foundation has been repaired.

[4] Risk Control Survey, Risk management Services Inc., 2016

Sayward Volunteer Fire Department

The current service provided by the SVFD is basic, but fairly typical for similar communities in the region. The *BC Structure Firefighters Competency and Training Playbook*[5] (OFC Playbook) requires the Authority Having Jurisdiction (AHJ) to set one of three Service Levels summarized below:

- Exterior Operations – firefighters will combat the fire from the exterior without making entry into a burning structure to perform firefighting and rescue actions.
- Interior Operations – firefighters will enter burning structures to perform firefighting and rescue actions.
- Full Service Operations – includes Interior Operations plus a variety of other services such a road rescue and emergency medical response.

The Village of Sayward has selected "Exterior Operations" which is the minimum level of service.

Approximately 14 volunteers are currently on roster who respond from both stations for every emergency incident. The fire chief reported that turnover of volunteers is high which makes it difficult to maintain a roster of trained firefighters. Until recently, the volunteers have received no compensation, but low attendance rates have caused the Village to approve a payment program for fire practices and training sessions. This is estimated to add approximately $7,000 to the shared annual budget. These challenges are typical in similar-sized communities and the department is maintaining basic fire protection that is likely the highest achievable for the available budget and small population to fulfill volunteer membership.

Incident Workload

The fire department responds to a variety of incident types including fire, medical and rescue. The volunteers also provide road rescue response to motor vehicle incidents outside of the fire protection boundaries where the Province has jurisdiction. Expenses for these responses are reimbursed through agreement with Emergency Management British Columbia (EMBC) Road and Medical Rescue Policy[6].

In the last five years, the fire department has responded to 385 incidents which averages to approximately 77 incidents per year. The volume of incidents has remained steady as has the distribution between the two fire protection areas. As with most fire departments providing First Medical Responder services, the majority of the incidents are medical in nature. Call volume is down significantly in 2020 which could be attributed to modifications to the BCEHS dispatch protocols related to COVID-19 pandemic where reliance upon Fire Department First Medical Responds was scaled back in March. Figures 3.2, 3.3 and 3.4 below summarize the incident workload over the last five years[7].

Dispatch services are provided by North Island 9-1-1 Corporation (NI911) however the incident records and response data are not automatically segregated between the two fire protection service areas. Moving forward, it would be worthwhile to have that data segregated to determine the location and type of incidents that are occurring to inform future planning and decisions.

[5] https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/embc/fire-safety/playbook.pdf

[6] Emergency Management BC Policy 7.07 Road and Medical Rescue

[7] Incident response data provided by North Island 9-1-1 Corporation (NI911) and SVFD

Figure 3.2
Incident Responses by Type of Incident, 2016 - 2020

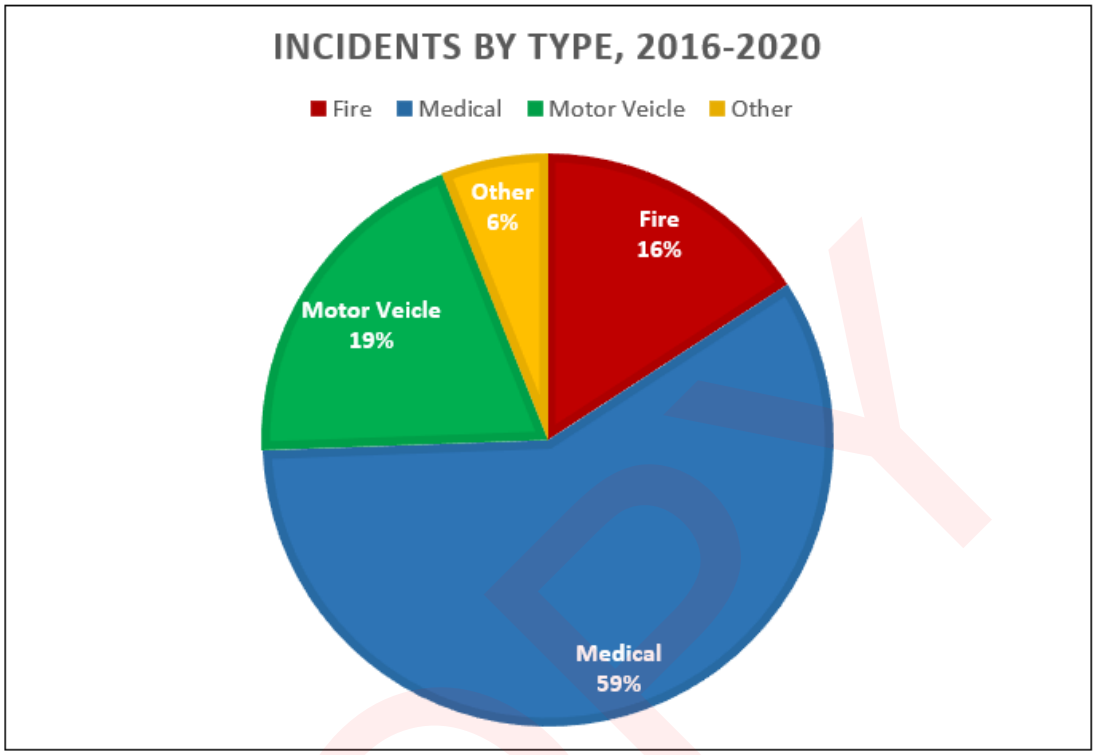


Figure 3.3
Annual Incident Distribution by Area, 2016 - 2020

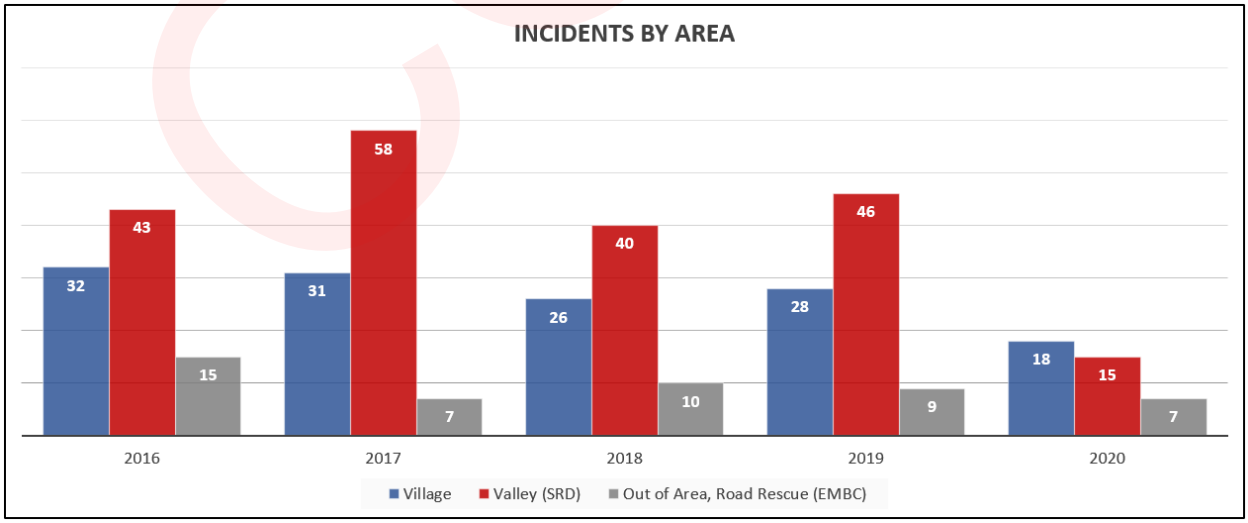
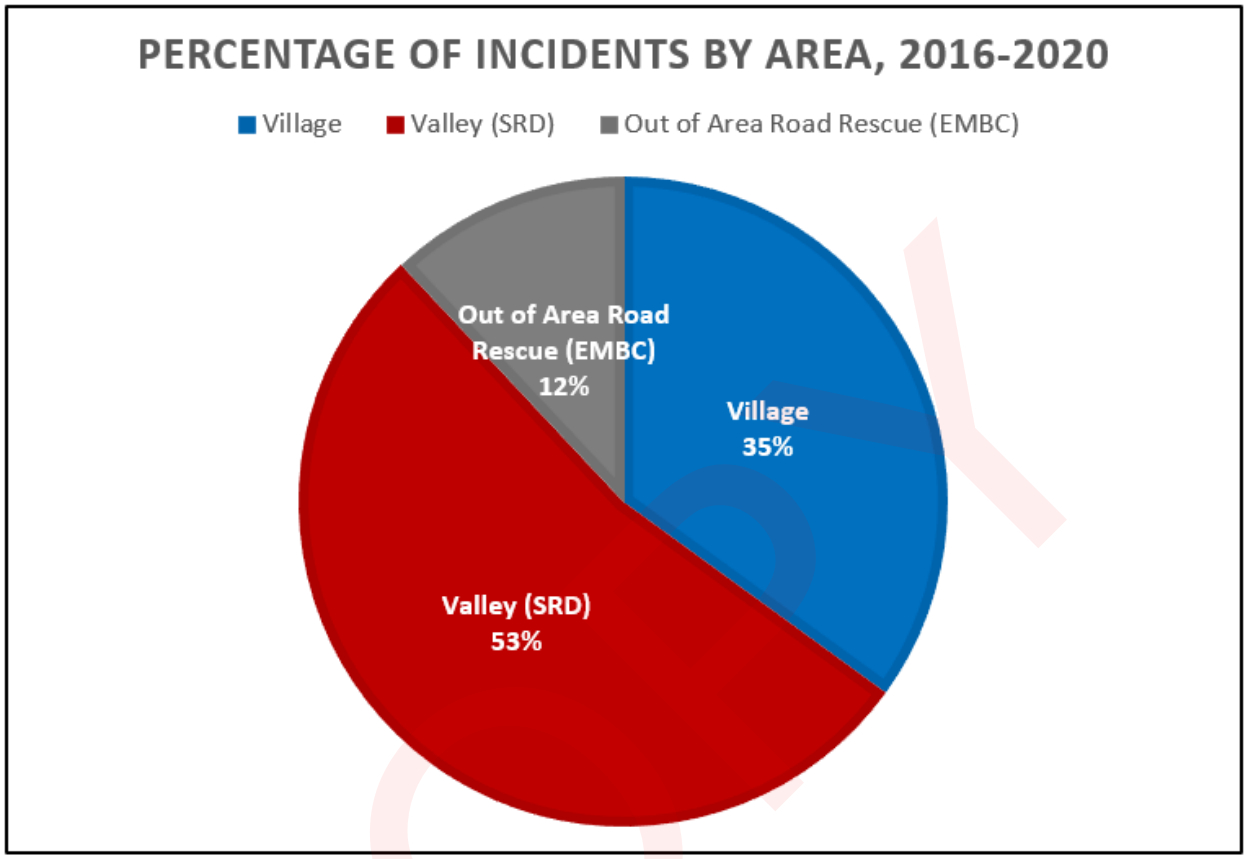


Figure 3.4
Incident Distribution by Percentage, 2016 - 2020



Fire Protection Budget

The funding formula for the SVFD has each party responsible for the repairs and maintenance of its own assets, and a cost sharing model for all other expenses. Operating expenses are portioned at 60% paid by the SRD - Valley and 40% paid by the Village of Sayward. Capital expenditures are shared 50/50. The total cost to operate the fire department under this model are shown in Figure 3.5 below.

Figure 3.5
2019 Actual Cost of Fire Protection

Expense (2019 Actual)	SRD - Valley	Village
Internal Expenditures	$5,054.00	$4,338.00
Portion of Shared Operating Costs	$35,840.00	$22,226.53
Reserve Transfers, other	$16,700.00	$0.00
Total Budget	$57,594.00	$26,564.53
Total Cost of Fire Protection	**$84,158.53**	

Another common metric for reporting and comparing the cost of fire services to other jurisdictions is the tax rate per $1,000 of assessed property value that is collected to fund the service. While this can provide a high-level generalization of the cost of fire service, it does not take into account the uniqueness of each community in terms of the services provided, the structure of the fire department, or the geography of the region. Rates are typically lower in small communities with higher density where service can be provided to the maximum number of occupants with the fewest resources. As communities spread out, fire services tend to be more costly. Additionally, some communities have very high property values, such as Nanoose Bay in the Regional District of Nanaimo, which can cause the rate to appear to be lower.

The rates for the Sayward Valley, Village of Sayward, and similar areas in the region are provided in Figure 3.6 below for the purpose of identifying two general trends:

1. The rates are within the normal range for similar communities on Vancouver Island (approximately $0.5000 to $1.0000 per $1,000 of assessed property value).
2. That the rate in the Sayward Valley is slightly higher than the Village.

Figure 3.6
Tax Rates per $1,000 of Assessed Property Value

Fire Protection Area	Tax Rate per $1,000 of Assessed Property Value
SRD – Sayward Valley	$0.8450
Village of Sayward	$0.5600
SRD - Area 'D' protected by the Campbell River Fire Department	$0.8520
SRD - Area 'D' protected by the Oyster River Fire Department	$0.6604
City of Campbell River	$0.8783
SRD – Cortes Island	$0.7941
Regional District of Nanaimo (range)[8]	$0.2993 to $0.9376

**Nanoose Bay*

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Insurance and Fire Underwriters Survey Grading

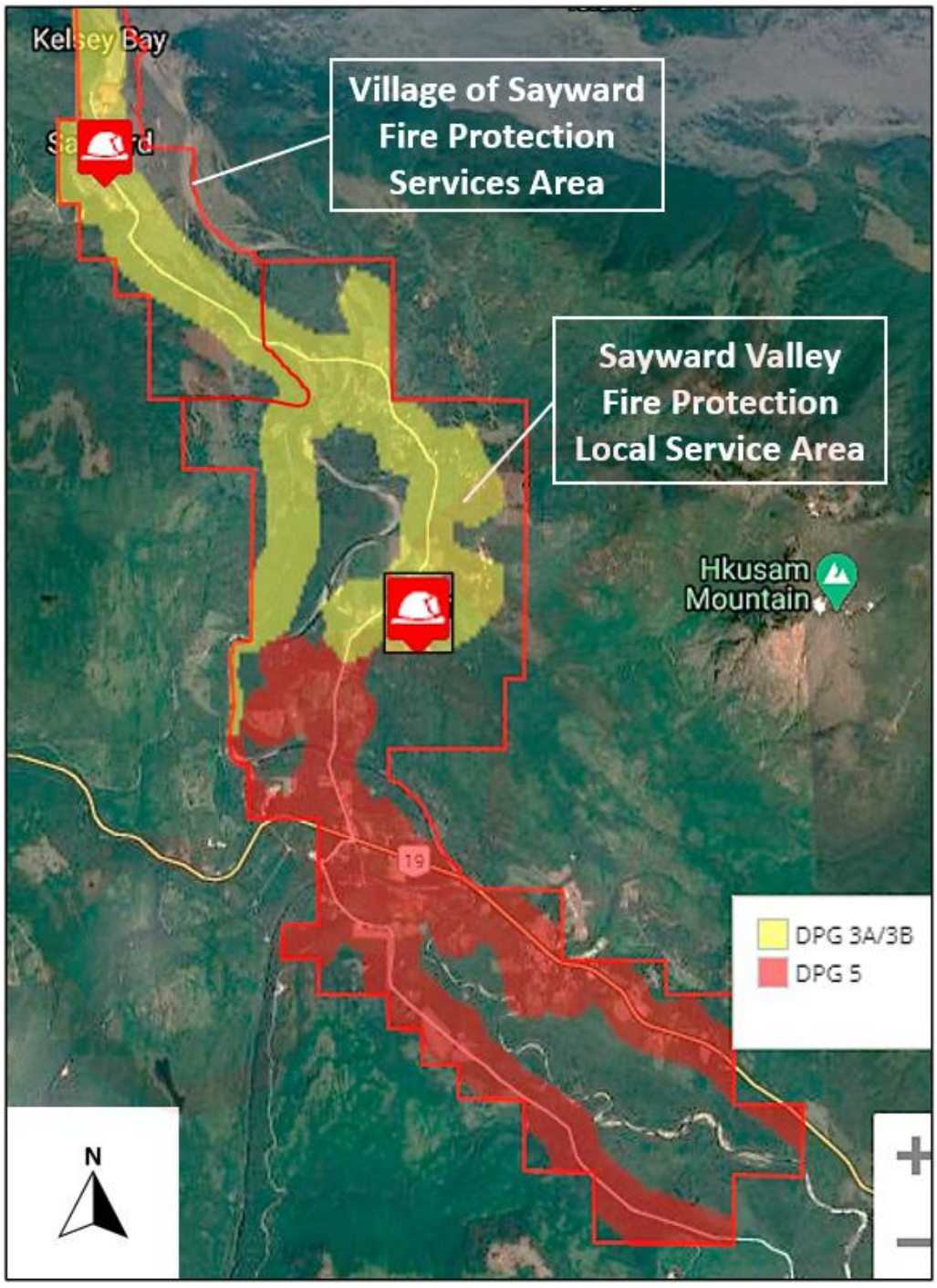
The Fire Underwriters Survey[9] (FUS) assesses fire protection within communities and assigns a grading that is used by insurers to determine fire insurance rates. The main factors include the water works system; fire department location, apparatus, and personnel; and emergency communications. Grades are assigned as Public Fire Protection Classification (PFPC) for public and commercial buildings, and a Dwelling Protection Grade (DPG) for residential occupancies.

This report will focus upon the DPG given that the areas are predominantly residential. Grades range from 1 to 5, with 1 being the highest, and 5 the lowest. The current DPG for the Village of Sayward is DPG 3A and 3B while the Sayward Valley has a combination of some DPG 3A/3B and some DPG 5 (See Figure 3.7 below). These gradings are typical for similar communities and would be unaffected by any governance change. The portion that is graded at DPG 5 is most likely due to the lack of water supply and fire hydrants.

[8]Nanaimo Regional District, Fire Department Governance Review, Dave Mitchell & Associates Ltd., 2020

[9]https://fireunderwriters.ca/

Figure 3.7
Fire Underwriters Survey Dwelling Protection Grade



4. OPTION A - POTENTIAL TO ESTABLISH SEPARATE SAYWARD VALLEY SERVICE

The consultants were asked to analyze the potential to establish a new fire service to serve only Sayward Valley Electoral Area 'A' and separately from the Village of Sayward. This option is presented in this section is some detail. Alternatives for comparison are presented in Section 5 of this report.

Under this option, the Strathcona Regional District would end its Fire Protection service contract with the Village of Sayward and ask the SRD Board to establish a new Sayward Valley Fire Protection Service. The alternative would result in two separate services: the Village of Sayward Fire Protection Service, which would provide service to the Village of Sayward; and the Sayward Valley Fire Protection Service, which would service only the Sayward Valley.

The current structure of the SVFD is already established at the minimum standard to meet OFC Playbook Exterior Operations level of service and to retain FUS grading levels for insurance purposes. Therefore, a newly established fire department, serving only the Sayward Valley Fire Protection area, would need to mirror the current service including volunteers, equipment, and costs.

Dissolution of the Current Arrangement

The current arrangement integrates a combination of functions and asset ownership which would need to be deconstructed through the terms of the agreement and perhaps some negotiations between the parties. Each party owns and maintains a fire station and ownership of most major equipment and apparatus is defined in the agreement (see Figure 3.1 above) however many details would need to be agreed upon with respect to other shared equipment.

After the assets were distributed, the SRD would not have sufficient equipment and apparatus to operate a fire service independently from the Village and including all current services. For example, the Village of Sayward owns all of the Road Rescue equipment so the SRD would need to acquire that equipment if the SRD were to continue to provide additional services such as first responder and road rescue.

Capital Assets

The SRD currently owns a fire station and a 2007 model year fire truck which is the newest vehicle in the current arrangement. The estimated service life is up to the year 2032 when it reaches 25 years of service and has potential to impact FUS grading. One fire truck is not sufficient to operate a fire department. The SRD would need to acquire a second fire apparatus capable of transporting and pumping water for two main reasons. First is the need to have redundancy to maintain fire response if the primary truck breaks down or is undergoing repairs and maintenance. Secondly, it would provide the ability to shuttle water to and from a fire scene where the main fire truck would be supporting fire attack crews. The consultants would recommend acquiring a used high-capacity water tender (tanker) truck for this purpose.

The fire station is suitable to support a new fire department however its location in a flood zone is seasonally problematic. Contingency plans to relocate apparatus in those times would be required. The consultants would recommend increasing reserve funding for fire station repairs and apparatus replacement.

Staffing/Volunteers

Volunteer membership under the current arrangement is already strained with recruitment and retention drawing from the population of both jurisdictions. This presents a significant challenge to consider staffing two separate fire departments from this same population base. While most of the current volunteers are residents of the SRD, the newly created fire department would need to recruit and retain a team of at least 15 volunteers (see Figure 7.1 below) to maintain the current FUS grading and associated insurance rates. It is possible that the current volunteers would want membership in both the SVFD and the newly created SRD fire service, however it is likely that many would not. Any vacancies would require brand-new members who would need training and to be fitted with personal protective equipment.

Mutual Aid

If a separate department were established, it would be wise to secure mutual aid agreements with neighbouring jurisdictions which may include the Village of Sayward. While this would be effective and efficient from an operating perspective, the dissolution of the current arrangement could make such negotiations politically awkward.

Response Performance

Assuming the newly created fire service was equipped and staffed with a minimum of 15 trained volunteers, service levels could likely remain the same as would FUS grading. Response times and incident volume would likely trend in a similar fashion as they are now.

Level of service would likely remain at Exterior Operations under the OFC Playbook; however, the SRD would need to determine whether to continue with the Road Rescue and First Medical Responder programs each of which would require additional equipment and training costs.

An additional challenge is that the dispatch and 911 services provided by North Island 911 do not currently distinguish between the Village and the SRD. This would require additional electronic mapping work to separate the addresses into two zones, and the need to establish separate paging and radio systems for each area. While SRD residents are already funding these services, there could be some additional one-time expenses for this customization.

Budget

Because a newly established fire service would be virtually the same as the existing arrangement the costs would be virtually the same only without the cost of maintaining an additional fire station and having fewer fire apparatus. The current operating budge (combined) is $84,158.53 with the SRD's portion being $57,549 (see Figure 3.5 above). To estimate an annual operating budget for a newly established SRD service, the consultants have included all SRD current costs plus 50% of the Village of Sayward current costs to project an annual operating budget of $70,876.27 which would be borne entirely by the SRD (see Figure 4.1 below).

In the consultant's opinion, there are significant economies of scale benefiting both jurisdictions in a shared service under any model. While the concept of operating two separate services is attractive from a decision-making perspective, costs would increase for both parties and it is clear that recruitment and retention for a single fire department is a primary challenge.

Figure 4.1
Option A - Estimated Annual Cost of Fire Protection

Expense (2019 Actual)	SRD – Valley	Village
Internal Expenditures	$5,054.00	$4,338.00
Portion of Shared Operating Costs	$35,840.00	$22,226.53
Reserve Transfers, other	$16,700.00	$0.00
Total Budget	$57,594.00	$26,564.53
Total Combined Cost of Current Arrangement	**$84,158.53**	
Estimated SRD Cost for a New Service 100% Valley Current Costs	$57,594.00	n/a
Plus 50% of the Village Costs (50% of $26,564.53)	$13,282.27	n/a
Total Estimated Cost of a New SRD Service	**$70,876.27**	n/a

There are also some one-time expenses associated with starting a new fire service. The process would not be an immediate transition for the current arrangement and would require advanced planning. Figure 4.2 below shows a projected timeline and budget.

Figure 4.1
Option A - Estimated Timelines and Start-up Budget

YEAR	ITEM	BUDGET ESTIMATE
1	Negotiate termination of current arrangement	n/a
	Establish bylaws for new fire service and establish levels of service	n/a
	Establish administrative/governance model	n/a
	Acquire additional used water tender (tanker) truck	$100,000.00
	Realignment of response zones and dispatch procedures (NI-911)[10]	$5,000.00
	Recruitment and retention of new volunteers including a fire chief	$1,000.00
2	Purchase additional radios and pagers	$7,500.00
	Purchase additional PPE for new volunteers	$15,000.00
	Train any new (inexperienced) volunteers to OFC Exterior Operations	$20,000.00
	Establish operating guidelines, policies, and procedures	$3,000.00
3	Consider implementation of Road Rescue and First Medical Responder program, equipment, and training	$25,000.00
	TOTAL ESTIMATED BUDGET	**$176,500.00**

Establishing a new fire service is one of three options researched and analyzed by the consultants. However, the option to establish a new fire department was the impetus for this study and as such a greater analysis was conducted. For ease of comparison, Figure 4.3 below summarizes this option in a similar format to the two alternative options presented in Section 5 of this report.

[10] Estimate only. It is unknown if these costs would be included under the terms of the existing service agreement with NI-911.

Figure 4.3
Option A - Summary Establish Separate Sayward Valley Fire Service

Service Element	Description
Local Government Service Provider	Under this option, the Village of Sayward would be the local government service provider responsible for the Village Fire Protection Service Area. The SRD would be the service provider responsible for the Sayward Valley Fire Protection Local Service Area.
Legal Framework	Each local government service — the Village of Sayward service and the SRD's Sayward Valley service — would have a legal framework defined by the following documents: > *Provincial Legislation* — The SRD's authority to provide fire protection as a regional district service is conferred by section 332(1) of the *Local Government Act*. The Village of Sayward's authority for its fire service is conferred by section 8(2) of the *Community Charter*. > *Service Establishing Bylaw* — Under section 349(1) of the *Local Government Act*, the SRD would amend the existing *Sayward Valley Fire Protection Service Local Service Area Establishment Bylaw, 1990* to exercise the Regional District's service provision authority. The amended bylaw would describe the service as one that provides fire protection throughout the Sayward Valley Fire Protection Local Service Area. The Village of Sayward, similar to all municipalities, does not require or use service establishing bylaws. > *Fire Services Bylaw* — The SRD would create a *Fire Services Bylaw* to confer specific authorities on the Chief of the Sayward Valley Volunteer Fire Department, and to set out regulations and restrictions that must be followed within the service area, which would be limited to the Sayward Valley. The Village would amend its existing *Fire Services Bylaw* to set out authorities and requirements in the Village of Sayward. There would be no *Fire Protection Service Agreement* in this alternative since each party would provide its own fire service.
Service Participating Jurisdiction	Electoral Area 'A' would be the sole participating jurisdiction in the SRD's service establishing bylaw. The Village of Sayward would be the sole participating jurisdiction in the Village of Sayward Fire Protection Service.
Service Area	The service area set out in the SRD establishing bylaw would be limited to the portion of Electoral Area 'A' that is within the Sayward Valley Fire Protection Local Service Area. The service area in the Village's service would be the Village of Sayward.

Service Element	Description
Service Governance	The governing body for the SRD's service would be the SRD Board of Directors. Since the service establishment bylaw would identify only one service participating area (i.e., Electoral Area 'A'), all decisions for the service would be made by the full Board of Directors (see section 207(5) of the *Local Government Act*). Day-to-day operational decisions would be made by the Chief of the (new) Sayward Valley Volunteer Fire Department. The governing body for the Village's service would be Village Council. Day-to-day operational decisions would be made by the Chief of the (new) Village of Sayward Volunteer Fire Department.
Service Cost, Cost Recovery and Cost Allocation	Each local government would be fully responsible for all operating and capital costs incurred to provide its own Fire Protection Service. Costs in both jurisdictions would be recovered through property value taxes. In the Sayward Valley, the tax would be levied by the SRD. In the Village of Sayward, Village Council would levy the required tax. Under this service alternative there would be no costs to share.
Service Delivery	The existing Sayward Volunteer Fire Department would be broken into two separate departments: the Sayward Valley Volunteer Fire Department, which would deliver service to the Sayward Valley Fire Protection Local Service Area; and the Village of Sayward Volunteer Fire Department, which would deliver service to the Village of Sayward. It would be anticipated that the two separate departments, through their respective local governments, would enter into a mutual aid agreement to provide assistance to one another, as required, in responding to events. Mutual aid agreements between adjacent fire departments are common.

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5. ALTERNATIVE FIRE PROTECTION SERVICE MODELS

This section of the report describes and assesses three service alternatives:

- *Option B, Establish SRD Local Service* — Under this alternative, the existing Sayward Fire Protection Service would be dissolved and re-established as an SRD Local Service for Electoral Area 'A'. The SRD, as the local government for Area 'A', would provide the service to the existing fire service area in the Sayward Valley portion of Area 'A'. The service would be provided to the Village of Sayward by the SRD through a fee-for-service contract.

  In essence, this alternative would take the existing service arrangement and "flip it" to make SRD the service provider, and the Village of Sayward the purchaser of the service.

- *Option C, Establish SRD Sub-Regional Service* — The Village of Sayward and Electoral Area 'A' would agree in this alternative to provide fire protection to the Village and the Sayward Valley through a shared, sub-regional service of the SRD. Taxes to support the service would be levied by the SRD. The service would be administered and governed through the SRD structure. Decisions on the operation and administration of the service would be made by the Directors representing the two jurisdictions only; decisions on finances, contracts and other matters would be made by the full board.

Service Alternative Profiles

The three service alternatives are profiled in greater detail in Figures 4.1, 4.2 and 4.3.

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Figure 5.1
Option B - Establish SRD Local Service

Service Element	Description
Local Government Service Provider	The Fire Protection Service would be established as a service of the Strathcona Regional District. SRD would be the service provider.
Legal Framework	The service's legal framework would consist of a number of key documents: > *Local Government Act* — The SRD's authority to provide fire protection is conferred by section 332(1) of the *Local Government Act*. > *Service Establishing Bylaw* — Under section 349(1) of the *Local Government Act*, the SRD would amend the existing *Sayward Valley Fire Protection Service Local Service Area Establishment Bylaw, 1990* to exercise the Regional District's service provision authority.[11] The amended bylaw would describe the service as one that provides fire protection throughout the Sayward Valley Fire Protection Local Service Area,[12] and to areas outside of the service area with which the SRD has a contract to deliver the service. > *Sayward Valley Fire Services Bylaw* — The SRD would create a *Fire Services Bylaw* to confer specific authorities on the Chief of the Sayward Volunteer Fire Department (appointed by the Regional Board), and to set out regulations and restrictions that must be followed within the Sayward Valley Fire Protection Local Service Area. > *Fire Protection Services Agreement* — The existing *Services Agreement* would be re-worked to identify the Strathcona Regional District as the service provider, and the Village of Sayward as the contract service recipient.
Service Participating Jurisdiction	Electoral Area 'A' would be the sole participating jurisdiction set out in the service's *Establishment Bylaw*. The Village of Sayward, as a purchaser of services, would not be a participating area in the service as defined under the *Local Government Act*.
Service Area	The service area set out in the SRD *Establishment Bylaw* would be the portion of Electoral Area 'A' that is within the Sayward Valley Fire Protection Local Service. The Village of Sayward would receive service on contract from the SRD. This service area would be identified in a new *Fire Protection Services Agreement* between the local governments.

[11] The *Establishment Bylaw* in place today exists to requisition property taxes to pay the Village of Sayward for fire protection.
[12] This service area is set out in the existing *Fire Protection Services Agreement* between the Village of Sayward and the SRD.

Service Element	Description
Service Governance	The governing body for the service would be the SRD Board of Directors. Since the service establishing bylaw would identify only one service participating area (i.e., Electoral Area 'A'), all decisions for the service would be made by the full Board of Directors (see section 207(5) of the *Local Government Act*). Day-to-day operational decisions would be made, as at present, by the Chief of the Sayward Volunteer Fire Department. The new *Fire Protection Services Agreement* could provide a clause, similar to section 21 of the (modified) existing *Agreement*, to seek ways to include the Village of Sayward in discussions on governance of the service.
Service Cost, Cost Recovery and Cost Allocation	The following points outline the treatment of costs under this service alternative: > *Service Cost* — The service cost would be determined by the SRD Board of Directors, based on recommendations from the Sayward Volunteer Fire Department Chief, and SRD's Protective Services Department. > *Cost Recovery* — Costs would be recovered from Electoral Area 'A' properties in the Sayward Valley Fire Protection Local Service Area using a property value tax. Costs incurred to service the Village of Sayward would be recovered through a contract payment from the Village to the SRD, as set out under the *Services Agreement*. > *Cost Allocation* — The contract fee paid each year by the Village to the SRD would be negotiated by the two parties. Negotiations would take into account: – the level of cost-sharing in place today under the current *Agreement* – the level of service provided, measured in part by the data on incidents – changes to ownership over facilities, equipment and vehicles Presumably, the starting point in negotiations would be the cost allocation framework in place under the current service arrangement which assigns operating costs on the basis (approximately) of incident numbers. New equipment costs are split evenly in recognition of the two service areas' equal reliance on a properly-equipped single Volunteer Fire Department. Each jurisdiction is responsible for maintaining its own fire hall, which is required in order to provide timely response to each

Service Element	Description
	service area, and home insurance cost reductions to residents of each area.
Service Delivery	The Sayward Volunteer Fire Department would deliver the service on behalf of the Regional District. The Fire Department would be identified in the *Sayward Valley Fire Service Bylaw* as the designated fire department.

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Figure 5.2
Option C - Establish SRD Sub-Regional Service

Service Element	Description
Local Government Service Provider	Similar to the previous alternative, the Fire Protection Service would be established as a service of the Strathcona Regional District under this option as well. SRD would be the service provider.
Legal Framework	The service's legal framework would consist of a number of key documents: > *Local Government Act* — The SRD's authority to provide fire protection is conferred by section 332(1) of the *Local Government Act*. > *Service Establishing Bylaw* — Under section 349(1) of the *Local Government Act*, the SRD would amend the existing *Sayward Valley Fire Protection Service Local Service Area Establishment Bylaw, 1990* to exercise the Regional District's service provision authority. The amended bylaw would describe the service as one that provides fire protection throughout the Sayward Valley Fire Protection Local Service Area, the Village of Sayward, and to any areas outside of the service area with which the SRD has a contract to deliver the service. The inclusion of the Village in the establishing bylaw's service area is a key difference between this alternative and the previous one. > *Sayward Fire Services Bylaw* — The SRD would create a *Fire Services Bylaw* to confer specific authorities on the Chief of the Sayward Volunteer Fire Department (appointed by the Regional Board), and to set out regulations and restrictions that must be followed within the broader service area, including the Sayward Valley and the Village of Sayward. There would be no *Fire Protection Service Agreement* in this alternative since neither party would receive the service on contract.
Service Participating Jurisdiction	Electoral Area 'A' and the Village of Sayward would be the two participating jurisdictions set out in the service's establishing bylaw.
Service Area	The service area set out in the SRD establishing bylaw would include: > the portion of Electoral Area 'A' that is within the Sayward Valley Fire Protection Local Service Area > the Village of Sayward As the local government service provider, the SRD would be responsible for providing the service to all properties within this broader service area.

Service Element	Description
Service Governance	The governing body for the service would be the SRD Board of Directors. The full Board would make decisions related to service finances, land matters, contracts and borrowing for the service, as required under section 210 of the *Local Government Act*. Decisions on the administration and operation of the service, including votes on the provisions of the *Sayward Fire Services Bylaw*, would be made by the participating jurisdictions' directors — namely, the Electoral Area 'A' Director and the Village of Sayward Municipal Director — on the Board. Votes on these decisions would be made as weighted stakeholder votes which, based on current populations and the SRD's voting unit, would assign one vote to each Director. Day-to-day operational decisions would be made, as at present, by the Chief of the Sayward Volunteer Fire Department.
Service Cost, Cost Recovery and Cost Allocation	The following points outline the treatment of costs under this service alternative: > *Service Cost* — The service cost would be determined by the SRD Board of Directors, based on recommendations from the Electoral Area 'A' and Village of Sayward Directors (as well as input from the Fire Chief and the SRD's Protective Services Department). > *Cost Recovery* — Costs would be recovered by the SRD from Electoral Area 'A' properties in the Sayward Valley Fire Protection Local Service Area, and from Village of Sayward properties within the Village Fire Protection Service Area, using a property value tax. Under this option, it should be emphasized, both local jurisdictions would be taxed by the SRD to provide the service. The Village would not pay a fee-for-service contract. > *Cost Allocation* — The method of cost-allocation, would be determined by the two participating jurisdictions. Costs could be divided based on any factor or combination of factors, including number of incidents per jurisdictions, converted assessment, population, or other measures. As with the previous alternative, the starting point in negotiations would be the cost allocation framework in place under the current service arrangement which assigns operating costs on the basis (approximately) of incident numbers. New equipment costs are split evenly in recognition of the two service areas' equal reliance on a properly-equipped single Volunteer Fire Department. Each jurisdiction is responsible for

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Service Element	Description
	maintaining its own fire hall, which is required in order to provide timely response to each service area, and home insurance cost reductions to residents of each area. The overall approach to cost-sharing would be detailed in the service establishing bylaw.
Service Delivery	The Sayward Volunteer Fire Department would deliver the service on behalf of the Regional District. The Fire Department would be identified in the *Sayward Fire Service Bylaw* as the designated fire department.

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6. EVALUATION OF SERVICE MODELS

Assessment Criteria

Each of the service model alternatives could be made to work for Electoral Area 'A' and the Village of Sayward, the two jurisdictions that currently receive fire protection from the Sayward Volunteer Fire Department. Which specific alternative, should the jurisdictions consider developing? To answer this question, it is helpful to evaluate the alternatives against a set of factors that includes the following assessment criteria:

- *Fairness* — The preferred model is the alternative in which the amount paid each year by taxpayers of the Sayward Valley and by those in the Village of Sayward is appropriate given the each group's level of relative benefit (i.e., the level of benefit relative to that received by the other).

- *Cost Effectiveness* — The preferred service model is the one that is most cost-effective for taxpayers in the Sayward Valley, as well for those in the Village of Sayward.

- *Role in Decision-Making (i.e., Governance)* — The preferred model is the alternative that would give the Director for Electoral Area 'A', on behalf of the residents of the Sayward Valley, meaningful input into decisions on service scope, service level, service budgets and other important matters. The preferred model would give both jurisdictions a voice in decision-making.

- *Anticipated Level of Support* — The preferred model is the one that would be supported by the Sayward Valley community, the Village of Sayward and the Sayward Volunteer Fire Department.

Figure 6.1 presents an evaluation of the service models against the assessment criteria.

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Figure 6.1
Evaluation of the Service Models

Assessment Criteria	Option A - Establish SRD Local Service	Option B - Establish SRD Sub-Regional Service	Option C - Establish Separate Sayward Valley (SRD) Service
Fairness	> Fairness would depend on ability of SRD and Village of Sayward to negotiate equitable service payment from Village to SRD.	> Fairness would depend on ability of two jurisdictions to determine, within SRD service establishment framework, approach to cost sharing.	> Each party would pay full cost of its own service, and would be sole beneficiary of its service. > Over-dependence of one jurisdiction on the other through a mutual aid agreement could distort level of fairness.
Cost-Effectiveness	> Reliance on a single Sayward Valley Volunteer Fire Department would continue current high level of value-for-money. > At current service level, and under existing cost-sharing arrangement, little to suggest that service model would provide any savings to Sayward Valley taxpayers over existing service. > To achieve significant savings, would need to reduce scope or level of service, and/or shift greater amount of cost to Village of Sayward.	> Reliance on a single Sayward Valley Volunteer Fire Department would continue current high level of value-for-money. > At current service level, and under existing cost-sharing arrangement, little to suggest that service model would provide any savings to Sayward Valley taxpayers over existing service. > To achieve significant savings, would need to reduce scope or level of service, and/or shift greater amount of cost to Village of Sayward.	> Establishment of separate Sayward Valley Volunteer Fire Department would result in duplication of local service, which would not be cost-effective.

Assessment Criteria	Option A - Establish SRD Local Service	Option B - Establish SRD Sub-Regional Service	Option C - Establish Separate Sayward Valley (SRD) Service
	> Potential to benefit from future centralized technical support through SRD Protective Services Department could make more cost-effective.	> Potential to benefit from future centralized technical support through SRD Protective Services Department could make more cost-effective.	
Role in Decision-Making	> Decisions on service would be made by full SRD Board on which both jurisdictions'' Directors sit. Board would be guided in decisions, however, by the advice from the participating jurisdiction in the service (i.e., Electoral Area 'A'), not the jurisdiction that purchases the service (i.e., Village of Sayward). > Electoral Area 'A' and SRD could consult Village of Sayward on service matters; however, recommendations to the Board would likely come from Electoral Area 'A' only. > In all, Area 'A' would have elevated role in decision-making for the service compared to role under current service arrangement.	> This model would provide Electoral Area 'A' a meaningful role in decision-making for the service. Indeed, the model would provide shared control over the service by Electoral Area 'A' and the Village of Sayward. Directors from both jurisdictions would need to agree to all decisions on the administration and operation of the service. > The full Board would make decisions on financial matters, land issues and contracts based on joint recommendations from the two Directors.	> Decisions on the service would be made by the full SRD Board. The Board would likely be guided in its decisions, however, by recommendations from the Electoral Area 'A' Director. > Since each jurisdiction would have its own service (and Volunteer Fire Department) under this model, neither jurisdiction would expect a role in decision-making for the other's service. > Any consultation on issues would be limited to mutual aid agreements and other joint issues.

Assessment Criteria	Option A - Establish SRD Local Service	Option B - Establish SRD Sub-Regional Service	Option C - Establish Separate Sayward Valley (SRD) Service
Anticipated Level of Support	> Based on discussions with SRD to date, it is anticipated that the Electoral Area 'A' Director would support this option. > Support may depend to some degree, however, on the ability under the model to reduce the total net cost to Area 'A' taxpayers for fire protection. A reduction in the total net cost for Area 'A' would require either a decrease in the existing level of fire protection service, and/or significant fee-for-service payments from the Village of Sayward. Both of these would require the agreement of the Village of Sayward > It is not clear why the Village of Sayward would endorse this model — the model does not appear to offer any benefit to the Village. Without the Village's support, implementation of the model would be difficult.	> This alternative would provide the jurisdictions the ability to share decision-making for the service, while continuing to rely on a single Volunteer Fire Department. > This model would likely be supported by both the Village of Sayward and the Volunteer Fire Department — support that would enable implementation of the alternative.	> Support for this model may be difficult to achieve given the challenges in establishing two Volunteer Fire Departments (the existing department struggles to maintain minimum staffing), and the inherent duplication of service in the model.

Assessment Criteria	Option A - Establish SRD Local Service	Option B - Establish SRD Sub-Regional Service	Option C - Establish Separate Sayward Valley (SRD) Service
	> It is equally unclear why the Volunteer Fire Department would support this model.		

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7. ADDITIONAL OBSERVATIONS

Through the course of the review, the consultants identified a few operational items that should be noted, and that the SRD may wish to consider separately from the governance model options. These observations relate to the current arrangement and should also be considered under any new shared service arrangement in future.

Volunteers Recruitment to Maintain FUS Grading

The Fire Underwriters will not assign a grading without conducting a full assessment of the community however, they do publish the general minimum requirements for each level. The SVFD currently has only 14 volunteers which is below the required minimum of 15 to maintain a DPG 3A or 3B. The fire department should strive to recruit and retain additional members to maintain the current grading. (see Figure 5.1 below for an abbreviated summary).

Figure 7.1
Fire Underwriters Survey Minimum Requirements[13]

DPG Grading	Water Works	Apparatus	Firefighters
3A	Water supply system (fire hydrants) meeting FUS minimum requirements	Response within 8 km by road with a Pumper Truck	• 15 auxiliary (volunteer) firefighters
3B	Not required – however the department must have training and equipment to deliver water by water tender (tanker truck) to meet FUS Standard Tanker Shuttle Service	Two units required • Pumper Truck • Water Tender	• 15 auxiliary (volunteer) firefighters
4	Reserved for communities that contract for fire protection services from fire service agencies with a DPG of 1, 2, 3A, or 3B.		
5	Considered "unprotected" if not meeting the minimum requirements of 3B.		

A recruitment and retention strategy may need to consider some form of monetary reimbursement for volunteers. Some options include reimbursing volunteers for lost wages when they attend incidents and training sessions; implementing an annual grant or stipend program that could be distributed among the volunteers or fund social events; or perhaps considering a shift to a paid-on-call (POC) service. Based upon the current incident volume, the cost to shift to a POC model would likely not exceed $25,000 annually.

Sayward Valley Fire Station 2

Given the location in a flood zone and the numerous building deficiencies, the SRD may wish to consider alternatives to investing in the current repairs and maintenance plan and instead redirect those funds toward reconstruction in a new location. A new facility could serve as the main fire station with the fire chief and deputy chief headquartered there and operating under an SRD governance model.

Additionally, there may be opportunity to incorporate space for leased to the BC Emergency Health Service (BCEHS) who may have interest in relocating from their current space at the Village of Sayward Fire Station 1. The chief and deputy chief indicated that the current space is in need of repairs and does

[13] https://fireunderwriters.ca/Grading/Dwelling-Protection-Grade

not provide the privacy necessary for a multi-gender crew. With a potential revenue stream, reconstruction in a new location may become a more viable option.

OFC Playbook Level of Service Declaration

The Village of Sayward has selected "Exterior Operations" as the official level of service for SVFD. This is the lowest acceptable level under the OFC Playbook and is common for similar sized and resourced communities. However, it does not permit firefighters to make entry into burning buildings to extinguish fires and rescue any occupants who may be trapped inside.

If the department shifted to the "Interior Operations" level, interior firefighting would be allowed but the training requirements would increase – both in time and cost. The SRD may wish to consider the level of service in conjunction with a volunteer recruitment and retention plan, and volunteer compensation. However, ensuring a full roster of volunteers and training them to the exterior level is a higher priority.

Regardless of whether the service level changes, the officially declared level of service should be codified in policy which was unclear at the time of this report.

Potential to Improve FUS Grading by Enhancing Water Supply

Much of the Sayward Valley has no fire hydrants, although there are some predetermined locations where water can be drafted from static water sources. This is perhaps the main reason for the lower FUS grading in that area. While it may be impractical to construct a water supply system, alternatives exist to improve water supply that could perhaps result in an improvement to the FUS grading which would likely translate to reduction in residential fire insurance rates.

Many jurisdictions on Vancouver Island have improved their FUS grading from DPG 5 to DPG 3B by demonstrating the capacity to shuttle water with water tenders (tanker trucks) and maintain a consistent flow of water as required by the FUS criteria. FUS recognizes two levels of alternative water supply.

- *Standard Water Shuttle Service* is the lowest level of FUS recognized alternative water supply.
- *Accredited Superior Tanker Shuttle Service* is the highest recognized level and offers the greatest savings if achieved.

In both scenarios, the fire department must demonstrate the ability to provide a continuous water supply and fire flow at a specified volume and duration. Typically, this is achieved with multiple water tenders which usually requires mutual aid from several neighbouring communities. Given the travel time to the two closest mutual aid fire departments (City of Campbell River and Village of Woss) is almost an hour, this may prove a difficult task but one worthwhile studying.

Even if either shuttle service above cannot be achieved, there is opportunity to make improvements to the current water supply by locating additional static water sources for drafting and installing appliances, such as dry hydrants, at those locations to expedite water access.

Oversight of a new Sub-regional Fire Protection Service

Fire services within the SRD are currently coordinated through the Protective Services Coordinator position. Should a Strathcona Regional District sub-regional fire protection service be established as recommended in this report, the SRD may also wish to review the capacity for this position to adequately oversee and support the new service alongside existing duties.

8. RECOMMENDATIONS

The Strathcona Regional District (SRD) contracted Aegis Risk Management Ltd. to conduct a *Fire Services Review* of fire protection in the Sayward Valley portion of Electoral Area 'A'. The review included an assessment of the current contracted service and explored alternative solutions. The overall aim is for the SRD to enhance its role in the oversight and decision making for the fire services.

The consultants' findings from the *Review* have been presented in this report. Based on these findings, the following recommendations, divided into different categories, are provided for the consideration of the Strathcona Regional District:

Alternative Service Models

- THAT the Board endorse the establishment of a Strathcona Regional District sub-regional fire protection service, with Electoral Area 'A' and the Village of Sayward as participants, to replace the existing service arrangement.

- THAT the current level of service is maintained or improved upon under a new service arrangement.

Fire Department Operations

- THAT the Fire Department recruit, train, and retain a continuous roster of a minimum of 20 volunteer firefighters to ensure Fire Underwriter Survey DPG 3A/3B grading is sustained.

- THAT the Board consider the establishment of a financial reimbursement program for volunteer firefighters to incentivise recruitment and retention.

- THAT the Board consider adding at least one high-capacity water tender (tanker truck) to the fleet either as an additional apparatus or when replacing the next fire engine.

- THAT the Fire Department consider conducting a feasibility study on alternative water supplies for the areas where fire hydrants are not available including:

    - Determine the potential to achieve either a Standard Tanker Shuttle Service or Superior Tanker Shuttle Service to meet the Fire Underwriters Survey criteria.

    - Determine locations for additional drafting stations from natural and manmade static water sources.

- THAT the Board consider a flood mitigation plan or long-term replacement and relocation plan for Fire Station 2.

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Wednesday March 27, 2024 – Excerpt from Regional District Board Meeting

Bylaw No. 547 - Sayward Fire Protection Service

Whalley/Mawhinney: SRD 281/24

THAT the report from the Chief Administrative Officer be received [Item]

CARRIED

Whalley/Rice: SRD 282/24

THAT Bylaw No. 547, being a bylaw to amend the Sayward Valley fire protection service to include the Village of Sayward, be now introduced and read a first time.

CARRIED

Whalley/Rice: SRD 283/24

THAT the rules be suspended and Bylaw No. 547 be given second and third readings.

CARRIED

Whalley/Rice: SRD 284/24

THAT Bylaw No. 547 be authorized for approval on the basis of consent of the participants in accordance with s.349 of the Local Government Act.

CARRIED

www.legionbcyukon.ca

British Columbia / Yukon Command
The Royal Canadian Legion

"Military Service Recognition Book"

Dear Sir/Madam:

Thank you for your interest in the **BC/Yukon Command / The Royal Canadian Legion,** representing **British Columbia** and the **Yukon's Veterans.** Please accept this written request for your support, as per our recent telephone conversation.

Our **BC/Yukon Command Legion** and is very proud to be preparing their **20th Anniversary Edition** of our"Military Service Recognition Book" that recognizes and honors our local veterans. This annual publication goes a long way to help the Legion in our job as the **"Keepers of Remembrance",** so that none of us forget the selfless contributions made by our **Veterans.** This year will be a digital publication.

We would like to have your organization's support for this Remembrance project by sponsoring an advertisement space in our **"Military Service Recognition Book** proceeds raised from this annual campaign also provide funding for the benefit of **Veterans and Military Service** Personnel including programs for trauma and post-traumatic stress injuries for the increased and complex needs of **British Columbia's** Modern veterans**.** and will also help our Command to improve our services to **Veterans** and the more then 140 communities that we serve throughout British Columbia and the Yukon. The Legion is recognized as one of Canada's largest "Community Service" organizations, and we are an integral part of the communities we serve. This project ensures the Legion's continued success in providing these very worthwhile services.

Please find enclosed a rate sheet for your review, along with a detailed list of some of the many community activities in our **149 Branches and 80 Ladies Auxiliaries** in the **BC/Yukon Command**. Whatever you are able to contribute to this worthwhile endeavor would be greatly appreciated. For further information please contact **BC/Yukon Command Office** toll free at **1-866-354-6277**.

Thank you for your consideration and/or support.

Sincerely,

Craig Thomson
President of BC/Yukon Command of The Royal Canadian Legion

www.legionbcyukon.ca

British Columbia / Yukon Command
The Royal Canadian Legion

"Military Service Recognition Book"

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Subject: BC/YUKON COMMAND OF THE ROYAL CANADIAN LEGION- 20th Anniversary Edition of the Military Service Recognition Book
Date: September 26, 2024 9:25:18 AM
Attachments: Outlook-5a5aw4mj.png
Outlook-Descriptio.png
letter&rates.pdf

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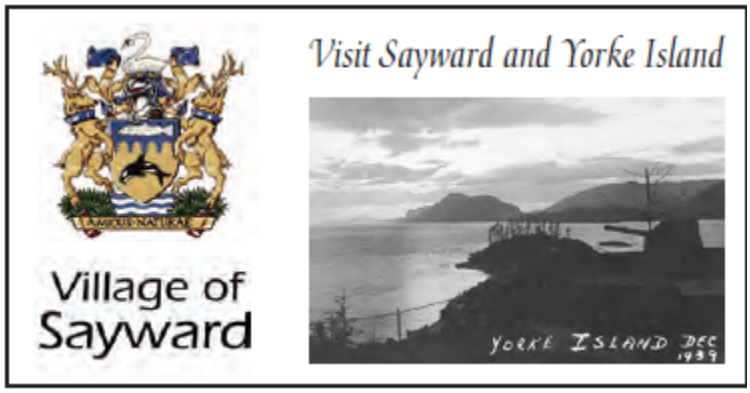
Sorry to reach you this way I tried contacting you by phone, but unfortunately, I was not successful. First of all I would like to say thank you for the many years of support. I am pleased to share with you the **Advertisement Letter** and **Rate Sheet** for the **British Columbia Yukon Command of The Royal Canadian Legion's 20th Anniversary Edition** of the **"Military Service Recognition Book."** This special edition will be a digital publication available on our website: https://www.legionbcyukon.ca/what-we-do/military-service-recognition-book. This platform will allow everyone to view and download the publication, helping us continue to honor and recognize our Veterans.

This edition will feature biographies and photographs of both past and present-day Veterans. With contributions from Veterans, their families, and friends, we gather submissions through local legion branches. The next edition is set for release in **November 2025**, just ahead of our Annual Remembrance Day Ceremonies.

We would be grateful for THE VILLAGE OF SAYWARD'S support and appreciation of our Veterans by considering an advertisement in this upcoming edition.

Last year, the VILLAGE OF SAYWARD was amazing supporting us with a beautiful Color 1/10th size graphic, same ad this year it will be $385.00 tax in. We were hoping on you renewing your support this year.

This is the ad we ran last time, please let me know if there is any change you would like to make.



Should you need more information or have any questions, please do not hesitate to reply to this email or call me at the toll-free number provided below. I will also follow

up with you soon.

Thank you for your consideration and support.

Sincerely,



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Council Report UBCM – Councillor Burchett

This was my first UBCM and it was a great learning experience and a good investment for the Village of Sayward for council to attend.

The agenda of lectures and workshops that I attended are as follows:

- Emergency Declaration Management Act Information and updates.
- Small Talk Forum for smaller municipalities
- Small Talk Lunch
- Mental Health and Elected Leaders

I attended all the voting meetings for the UBCM resolutions sessions and the UBCM General Meetings to vote on initiatives that support the best interests of the Village of Sayward.

The keynote address by George Stroumboulopoulos was great and I was able to meet him after and have a nice discussion about small town politics and share information about the Ministry meetings. He was staying in the same hotel and we met on the elevator as well.

The trade show was a valuable experience and I was able to network and find some pertinent information for the Village of Sayward in regards to the following:

- MPE Engineering who offers full support for municipal water and sewer services and has an office on Vancouver Island. This is another option for engineering support. Www.mpe.ca
- B.C. SPCA offered bylaw support for the chicken bylaws that could be adopted by council and a copy was given to the CAO.
- AWC is our water treatment plant builder and I was able to learn about their support services and meet the service technician that had been to Sayward multiple times.
- B.C. Hydro Power Smart- they offered information about public EV charging stations and grants for more stations at no cost to our municipality.
- Wild Safe B.C. – I now have the contacts to organize a community education program for “Bear Aware” and will forward to the CAO and council for discussion.
- Hope AIR is a free service for medical care and flights for Canadians in financial need that can be utilized by Sayward residents and information and brochures and contacts will be given to our medical health office.

There were 2 meetings that I attended with council that were with the Ministry of Municipal Affairs.

STAFF REPORT

For: Mayor and Council
Prepared by: John Thomas, A/CAO
Subject: Appointment of Alternatives to Boards and Committees
Meeting date: October 1, 2024

BACKGROUND

The purpose of this report is to return to Council, at Council's request, a report outlining potential alternate appointments to various boards and committees that Council regularly appoints members as Village representatives.

DISCUSSION

Council has expressed an interest in appointing alternative members to sit on the following boards. The intention is that an alternative member would stand in place of the primary appointee when required. The list below contains the Boards and Committees council regularly appoints members to:

INSTITUTION/ENTITY	VILLAGE APPOINTEE	Alternate
Strathcona Regional District	Mayor Baker	
Vancouver Island Regional Board	Cllr Coates	
Comox Strathcona Waste Management Board	Mayor Baker	
Comox Strathcona Regional Hospital District	Mayor Baker	
Mid Island Forest Lands Advisory Group (MIFLAG)	Cllr Burchett	

Council was asked to submit interests to stand as an alternate, and the following has been received:

Strathcona Regional District:

1. Councillor Burchett would support nomination of Councillor Poulsen
2. Councillor Johnson

Vancouver Island Regional Board

Comox Strathcona Waste Management Board

1. Councillor Johnson

Comox Strathcona Regional Hospital District

Mid island Forest Lands Advisory Group (MIFLAG)

1. Councillor Johnson

RECOMMENDATIONS

Recommended Resolution:

THAT Council receives this report for information; AND

THAT Council appoints (***state member's name***) to (***state Committee or Board's name***) as the Village's representative.

Respectfully submitted,

Original Signed
John Thomas A/CAO

Attachments: September 24, 2024, Council report – Appointment to Committees of Council

STAFF REPORT

For: Mayor and Council
Prepared by: John Thomas, A/CAO
Subject: **Appointment to Committees and Boards**
Meeting date: September 24, 2024

BACKGROUND

The purpose of this report is to bring forward the list of current appointments of Members of Councils to Committees and Boards within and outside of the Village of Sayward.

DISCUSSION

The Village may at its option, establish internal [to the Village] Committees. Pursuant to section 141 and 142 of the *Community Charter*, Council may establish Standing Committees and/or Select Committees respectively to engage various topics that are of import to the Village. A Standing Committee is a committee "*established for matters the mayor considers would be better dealt with by committee and must appoint persons to those committees*". Similarly, a Select Committee may be *"established and membership to this committee selected, to consider any matter and to report its findings and opinion to the Council"*.

In addition to the internal committees, the Village also participates in external Boards and Committees, including the Strathcona Regional District Board, Vancouver Island Regional Library Board, Comox Strathcona Waste Management Board, Comox Strathcona Regional Hospital District, Mid Island Forest Lands Advisory Group (MIFLAG), and Sayward Futures.

Pursuant to section 198 of the *Local Government Act*, "*after the first appointment of* [municipal directors to the Regional District Board] under section 41(2)(e), ***each municipal director is to be appointed at pleasure by the Council from among its members***". Similarly, with respect to other external Committees or Board, the Village Council maintains authority to confirm its representative via an affirmative resolution or motion of Council.

Current Appointments

INSTITUTION/ENTITY	VILLAGE APPOINTEE	CURRENT ROLE
Strathcona Regional District	Mayor Baker	Chair
Vancouver Island Regional Board	Vacant	N/A
Comox Strathcona Waste Management Board	Mayor Baker	Co-Chair
Comox Strathcona Regional Hospital District	Mayor Baker	Member
Mid Island Forest Lands Advisory Group (MIFLAG)	Cllr Burchett	Member
Sayward Futures' Society	N/A	N/A

RECOMMENDATIONS

THAT Council receives this report for information.

Respectfully submitted,

Original Signed
John Thomas A/CAO

Attachments:

STAFF REPORT

For: Mayor and Council
Prepared by: John Thomas, CAO
Subject: **Leasing Drone to Campbell River Search and Rescue**
Meeting date: September 24, 2024

BACKGROUND

To consider leasing the Village of Sayward's unmanned aerial vehicle (drone) to the Campbell River Search and Rescue Society.

DISCUSSION

Through the 2018 Emergency Operation Centre grant through the Union of BC Municipalities the Village procured a Mavic 2 Enterprise Advanced unmanned aerial vehicle. The concept of the Village's Emergency Program Coordinator at the time was to start a local drone program to be integrated into emergency services. Since that time this asset has seen very minimal flight time and a lack of commitment from members to engage in regular training and exercises.

It is suggested that in order for this resource to better serve community safety the Village retains the ownership of the asset and enters into a 5-year lease agreement with Campbell River Search and Rescue for zero dollars a year. The agreement would stipulate that the Village retains the right to bring the drone back for local use should there be a resurgence in interest in a local drone emergency services program. In the event of an emergency contracting with a profession drone provider is an eligible response cost under the Ministry of Emergency Management & Climate Readiness' Financial Assistance Guidelines.

RECOMMENDATION

1. THAT the report from the Chief Administrative Officer be received.

2. THAT as part of the Village of Sayward provide the Mavic 2 Enterprise Advanced unmanned aerial vehicle to the Campbell River Search and Rescue Society through a 5-year lease agreement.

Written by: Shaun Koopman – Manager of Emergency Services

Respectfully submitted,

Original Signed
John Thomas, CAO

VILLAGE OF SAYWARD

BYLAW NO. 509

A BYLAW TO AUTHORIZE THE TAX EXEMPTION OF CERTAIN LANDS AND IMPROVEMENTS FOR THE YEARS 2025-2026

WHEREAS Section 224 of the *Community Charter* empowers Council, by bylaw, to exempt from taxation imposed under Section 197 (1) of the *Community Charter* any land or improvements or both land and improvements, owned or held by a charitable, philanthropic or other not for profit corporation the Council considers are used for a purpose that is directly related to the purposes of the corporation;

AND WHEREAS in the opinion of the Council, the property owned by the Sayward Futures Society qualifies under Section 224 (1) and (2) of the *Community Charter*;

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

1.0 CITATION

1.1 This Bylaw may be cited for all purposes as **"Permissive Tax Exemption Bylaw No. 509, 2024".**

2.0 EXEMPTIONS

2.1 100% of the assessed value of the following lands and improvements are exempted from the taxation imposed under Section 197(1) (a) of the *Community Charter* for the years 2025 to 2026:

a) Sayward Futures Society, 16 Sayward Rd., PID 009-664-599 District Lot 304, Sayward

Read a first time on the 24th day of September 2024.

Read a second time on the 24th day of September 2024.

Read a third time on the 24th day of September 2024.

Adopted on the ____ day of _____ 2024.

Certified a true copy of Bylaw No. 509 this ____ day of _____, 20_____

_____
Chief Administrative Officer
Village of Sayward

_____
Mayor

_____
Corporate Officer