VILLAGE OF SAYWARD
SPECIAL COUNCIL MEETING AGENDA
June 24, 2025 - 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 Special Meeting of Council for **June 24, 2025**, 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 **June 3, 2025**, be adopted [as presented **or** as amended].

   b) THAT the minutes from the Committee of the Whole Meeting held on **March 13, 2024**, be adopted [as presented **or** as amended].

   c) THAT the minutes from the Special Council Meeting held on **May 8, 2024**, be adopted [as presented **or** as amended].
6. **Petitions and Delegations**

   a) Sayward Community Health Society – Angie Hayward

   Note: Council may wish to consider moving this delegation to in-camera as a portion of the discussion relates to an agreement with the Society.

7. Correspondence

a) Guidebook - Outdoor Recreation for Community

Recommended Resolution

THAT Council receives this correspondence for information.

b) Proclamation Request – National Drowning Prevention

Recommended Resolution:

THAT Council receives this correspondence for information, **OR**

WHEREAS the mission of Lifesaving Society Canada is to prevent drowning throughout this great country, and even one drowning in BC is one too many; and

WHEREAS most drownings are preventable in a Water Smart community, and only through Water Smart education and a healthy respect for the potential danger that any body of water may present can we genuinely enjoy the beauty and recreation opportunities offered by these bodies of water; and

WHEREAS the Lifesaving Society urges Canadians and residents of the Village of Sayward to supervise children who are in and around the water, to refrain from drinking alcoholic beverages while participating in aquatic activities, and to always wear a lifejacket when boating; and

WHEREAS the United Nations General Assembly passed the UN Resolution on Drowning Prevention (A/75/L.76) and named July 25th of each year as World Drowning Prevention Day; and

WHEREAS Lifesaving Society Canada has declared July 20th-26th, 2025 National Drowning Prevention Week to focus on the drowning problem and the hundreds of lives that could be saved this year.

THEREFORE, BE IT RESOLVED THAT, I, Mark Baker, Mayor for the Village of Sayward do hereby proclaim July 20th to 26th, 2025 NATIONAL DROWNING PREVENTION WEEK in the Village and do commend its thoughtful recognition to all citizens of our Village.

c) Let's Lead Change Together for BC's Resource-Dependent Communities

Recommended Resolution:

THAT Council receives this correspondence for information, **OR**

WHEREAS rural and resource-based communities continue to be a significant economic driver in both rural and urban areas across British Columbia.

AND WHEREAS communities throughout British Columbia are experiencing job losses and heightened economic challenges arising from trade uncertainties, and provincial legislation and policies that disproportionately affect resource industries such as forestry, mining, energy, and aquaculture;
AND WHEREAS these communities are integral to the provincial economy, contributing substantially to British Columbia's GDP, employment, and export revenues, while sustaining the economic vitality of urban centres through interconnected supply chains, workforce migration, and complementary industries;

AND WHEREAS current provincial decision-making processes frequently lack adequate representation and consultation with rural and resource-based communities, leading to policies that may inadvertently jeopardize the sustainability, cohesiveness and resilience of these regions;

THEREFORE BE IT RESOLVED that UBCM urge the Province of British Columbia to formally recognize the critical economic contributions of rural and resource-based communities and to ensure their meaningful inclusion in the development of legislation, regulations, and economic strategies that impact resource industries by:
- Prioritizing economically viable access to resources;
- Supporting innovation within each sector to foster sustainable growth and enhance competitiveness;
- Actively engaging with each resource sector and its stakeholders to comprehensively understand their unique challenges and opportunities; and
- Take decisive action to amend policies and legislation based on the unique challenges and opportunities identified
- Removing restrictive legislation on resource sector industries.

d) Coastal Fire Centre – Update

Recommended Resolutions:

THAT Council receives this correspondence for information.

8. Council Reports - None

9. Reports of Committees - None

10. Mayor's Report - None

11. Unfinished Business

a) Submission to the SRD's Kelsey Centre Review Committee

Recommended Resolution:
THAT Council authorizes the A/CAO to submit the following information to the SRD's Kelsey Centre Review Committee pursuant to their request for information.

12. Staff Reports

a. Finance Department Update

Recommended Resolution:

THAT the Finance Department Update Staff Report be received for information and discussion.

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

14. Bylaws - none

15. New Business

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(1)(d) security of the property of the municipality.
3. 90(1)(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.
4. 90(1)(j) information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the *Freedom of Information and Protection of Privacy Act.*

18. Adjournment

VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING MINUTES
June 3, 2025
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.

Present: Mayor Mark Baker
Councillor Debbie Coates
Councillor Jason Johnson
Councillor Sue Poulsen

Absent: Councillor Scott Burchett

In Attendance: John Thomas, Acting CAO/Corporate Officer
Lisa Clark, CFO
Jennifer Redshaw, Office Administrator

1. **Call to Order**

   The meeting was called to order at 7:00pm.

2. **Public Input – None**

   No members of the public were present in the gallery.

3. **Introduction of Late Items - None**

4. **Approval of Agenda**

   MOTION R25/182
   MOVED AND SECONDED
   THAT the agenda for the Regular Meeting of Council for **June 3, 2025**, be approved as presented.

   CARRIED

5. **Minutes of Previous Meetings**

   MOTION R25/183
   MOVED AND SECONDED
   THAT the minutes from the Regular Council Meeting held on **October 17, 2023**, be adopted as presented.

   CARRIED

MOTION R25/184
MOVED AND SECONDED
THAT the minutes from the Regular Council Meeting held on **May 20, 2025**, be adopted as presented.

CARRIED

MOTION R25/185
MOVED AND SECONDED
THAT the minutes from the Special Council Meeting held on **May 20, 2025**, be adopted as presented.

CARRIED

MOTION R25/186
MOVED AND SECONDED
THAT the minutes from the Committee of the Whole meeting held on **April 15, 2024**, be adopted as presented.

CARRIED

MOTION R25/187
MOVED AND SECONDED
THAT the minutes from the Special Council Meeting held on **January 29, 2024**, be adopted as amended.

CARRIED

Amendment: The meeting ended at 9:40pm due to a power outage.

6. **Petitions and Delegations – None**
7. **Correspondence**
    a) **Coastal Fire Centre – Category 2 and 3 Burning Prohibition**
    b) **BC Salmon Farmers – 41st AGM**
    c) **UBCM – Feedback Requested: Commission of Inquiry into Community Events Safety in BC**
    d) **UBCM – Reforming Local Government Act - Survey**
    e) **Coastal Fire Centre – Fire Activity Report**
    f) **Minister of Housing and Municipal Affairs – Small-Scale Multi-Unit Housing Requirement**

    MOTION R25/188
    MOVED AND SECONDED
    THAT correspondence a) – f) be received.

    CARRIED

8. **Council Reports - None**
9. **Reports of Committees - None**

10. Mayor's Report - None

11. Unfinished Business - None

12. Staff Reports

a) 2024 Annual Report – Water

MOTION R25/189
MOVED AND SECONDED
THAT Council receives the 2024 Annual Report for Water for information.

CARRIED

b) Draft Investment Policy

MOTION R25/190
MOVED AND SECONDED
THAT the Investment Policy Staff Report be received for information and discussion; and,

THAT the proposed Investment Policy No. 300-10, attached to the staff report dated June 3, 2025, be adopted.

CARRIED

c) Permissive Tax Exemption 2026

MOTION R25/191
MOVED AND SECONDED
THAT the Permissive Tax Exemptions 2026 Staff Report be received for information and discussion; and,

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

CARRIED

d) Community Survey Results – Kelsey Centre

MOTION R25/192
MOVED AND SECONDED
THAT Council receives the survey results for information.

CARRIED

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

14. Bylaws - None

15. New Business

a) DVP Application – 400 MacMillan Drive

MOTION R25/193
MOVED AND SECONDED
THAT Council receive this report and permit staff to provide public notification of the proposed application prior to Council consideration.

Opposed Cllr Coates **CARRIED**

16. Public Question Period

a) Art Bowbrick of 77 Kelsey Lane commented that if the Kelsey Centre was shut down to save money, including the high cost of propane to heat the entire building, thought should be given to whether the council chambers and the municipal office, should close as well.

17. In Camera

MOTION R25/194
MOVED AND SECONDED
THAT in accordance with Section 92 of the *Community Charter,* this Council meeting will be closed to the public at this time in order that Council may give consideration to matters in accordance with the following sections of the *Community Charter*:

1. 90(1)(c) labour relations or other employee relations.
2. 90(1)(d) security of the property of the municipality.
3. 90(1)(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.
4. 90(1)(j) information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the *Freedom of Information and Protection of Privacy Act.*

CARRIED

18. Adjournment

The meeting was adjourned at 11:09pm.

_____ _____

Mayor Corporate Officer

VILLAGE OF SAYWARD
COMMITTEE OF THE WHOLE MEETING MINUTES
March 13, 2024
COUNCIL CHAMBERS

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

Present: Mayor Mark Baker
Councillor Scott Burchett
Councillor Sue Poulsen
Councillor Tom Tinsley

In Attendance: Keir Gervais, CAO/Corporate Officer

1. **Call to Order**

   The meeting was called to order at 5:38 PM

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

3. **Approval of Agenda**

   MOTION C24/1
   MOVED AND SECONDED

   THAT the agenda for the In-camera Meeting of Council for March 13, 2024, be approved.

   CARRIED

4. **Petitions and Delegations - None**

5. **Correspondence - None**

6. **Council Reports - None**

7. **Reports of Committees - None**

8. **Unfinished Business - None**

9. **Staff Reports - None**

10. **New Business - None**

11. **Public Question Period - None**

12. **In-Camera**

MOTION C24/2
MOVED AND SECONDED

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

- 90(1)(k) negotiations and related discussion respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of council, could reasonably be expected to harm the interests of the municipality if they were held in public.

CARRIED

13. Adjournment

The meeting was adjourned at 7:42pm.

_____ _____

Mayor **Corporate Officer**

VILLAGE OF SAYWARD
SPECIAL COUNCIL MEETING MINUTES
May 8, 2024
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.

Present: Mayor Mark Baker
Councillor Scott Burchett
Councillor Sue Poulsen
Councillor Tom Tinsley

In Attendance: Keir Gervais, CAO/Corporate Officer
Janice Aver, Acting CFO

1. **Call to Order**

   The meeting was called to order at 5:00pm.

2. **Public Input - None**

3. **Introduction of Late Items - None**

4. **Approval of Agenda**

   MOTION S24/13
   MOVED AND SECONDED

   THAT the agenda for the Special Meeting of Council for May 8, 2024, be approved.

5. **Minutes of Previous Meetings - None**

6. **Petitions and Delegation - None**

7. **Correspondence - None**

8. **Council Reports - None**

9. **Reports of Committees - None**

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

11. **Unfinished Business**

    a) April 23, 2024 Staff Report: Financial Plan 2024-2028 - Janice Aver, Acting CFO

MOTION S24/14
MOVED AND SECONDED

THAT Council receives the Financial Plan 2024-2028 staff report for information and discussion.

CARRIED

MOTION S24/15
MOVED AND SECONDED

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

- Section 90(1)(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose

CARRIED

The public audience was dismissed from the gallery and the meeting moved In-Camera at 5:35pm.

The public audience returned to the gallery and the Regular Meeting of Council resumed at 5:51pm with no change to council members present and staff members in attendance.

Direction to staff to provide the total value of legal fees spent to date in 2024.

Direction to staff to look into the salaries and payroll costs for Public Works.

Direction to staff to provide a re-calculation of municipal taxes by property class.

MOTION S24/16
MOVED AND SECONDED

THAT the 2024-2028 Financial Plan be approved, as amended; and,

THAT staff be directed to prepare the required bylaws related to the 2024-2028 Financial Plan for the May 9, 2024 Special Meeting of Council.

Opposed Cllr Burchett **CARRIED**

12. Staff Reports - None

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

14. Bylaws - None

15. New Business - None

16. Public Question Period - None

17. In Camera - None

18. Adjournment

MOTION S24/17
MOVED AND SECONDED

THAT the Special Meeting of Council held on May 8, 2024, be adjourned.

CARRIED

The meeting was adjourned at 6:49pm.

_____ _____

Mayor **Corporate Officer**



Outdoor Recreation Council of BC

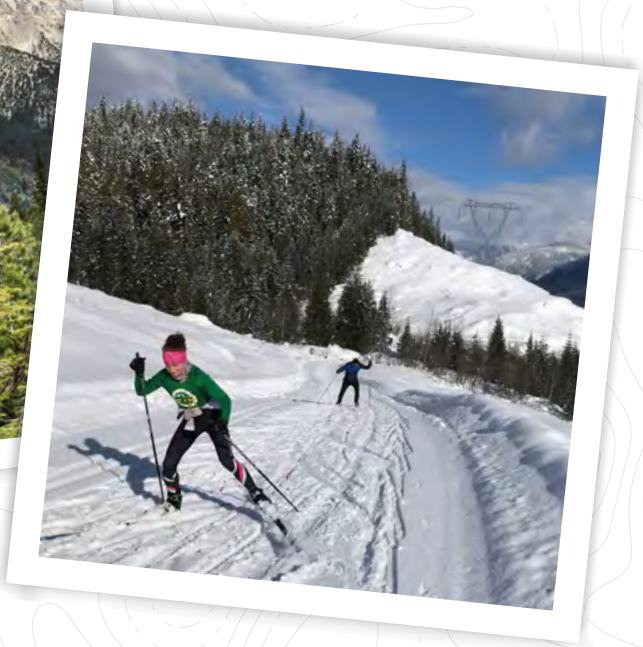
Outdoor Recreation for Community and Economic Development

A GUIDEBOOK FOR RURAL BRITISH COLUMBIA COMMUNITIES

May 2025







Acknowledgements

The Outdoor Recreation Council of BC thanks Sarah Breen and Lauren Rethoret of Selkirk Innovates at Selkirk College for researching and writing Outdoor Recreation for Community and Economic Development: A Guidebook for Rural British Columbia Communities. Research support was provided by Jessica Froese. Their work and practical experience in rural development and outdoor recreation informed the content and structure of this guide.

We also acknowledge the members of the Technical Advisory Group: John Hawkings, Nadine Raynolds, Sarrah Storey, Sheila Boehm, Wendy Koh, and Matt Mosteller, for their valuable guidance and feedback, which helped ensure the guide is both practical and grounded in community realities across BC.

This guide was developed with funding from the Province of British Columbia through the Rural Economic Diversification and Infrastructure Program and ETSI-BC (Economic Trust of the Southern Interior). We appreciate their support for rural communities and outdoor recreation.

Finally, we thank the local governments, provincial agencies, First Nations, and outdoor recreation and conservation organizations that contributed their insights and perspectives.

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Introduction to the Guidebook

Outdoor recreation can be a powerful catalyst for community well-being, economic development and revitalization of rural communities and regions. This guide assists rural British Columbia (BC) communities to identify, understand, and pursue improvements to the local economy and residents' quality of life through outdoor recreation. Recognizing the critical role local governments play in community development, this guidebook is primarily written for local government personnel. However, it is important to recognize that outdoor recreation development does not usually start with local government. Instead, it is typically an organic process sparked by one or two dedicated residents that gradually builds into a community priority that needs intentional planning and coordination to fully realize the benefits.

For that reason, this guidebook is designed so that other audiences like economic developers, outdoor recreation-focused non-profit organizations, and Indigenous Nations will also find value. Much of the content is relevant to the work of these types of organizations, and they will also get insight into how to collaborate with local governments on outdoor recreation.

How to Use the Guide

The elements of outdoor recreation development are not steps in a linear process. While some elements are best tackled before others (e.g., developing a vision ideally comes before developing new recreational assets), other elements (e.g., funding and relationship building) are required throughout all steps.

This guide recognizes that most communities have not been systematic in their development of an outdoor recreation economy and therefore will be bringing elements together in a way that matches the local context and capacity. As shown in Figure 1, each element is a piece of the outdoor recreation development puzzle.

This guidebook offers:

- Background information on the proven links between outdoor recreation and community economic development, including benefits and challenges
- Some general guidelines that communities can use as guiding principles throughout all phases of outdoor recreation-focused development
- A discussion of the roles of various groups in supporting outdoor recreation development
- Detailed guidance on several key elements of outdoor recreation development, including success factors, case studies, sample worksheets, and featured resources. This section begins with a self assessment to help users determine where to start



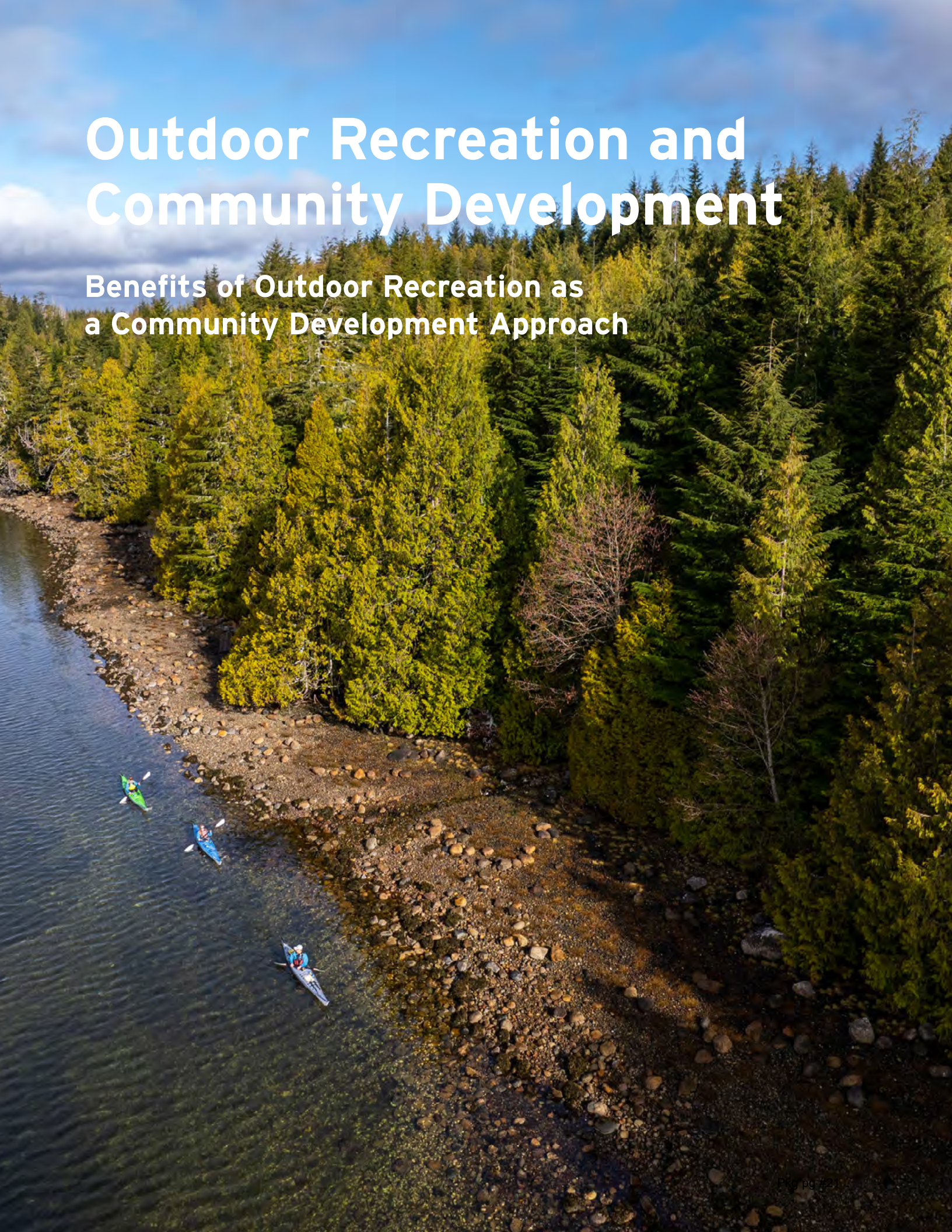
Figure 1: Pieces of the outdoor recreation puzzle

Outdoor Recreation Defined

The Outdoor Recreation Council of BC considers outdoor recreation to be activities that take place in natural settings—most commonly parks, trails, and natural aquatic areas—and does not include activities that take place in highly cultivated recreation areas (such as playgrounds, skateparks or sports fields). Building on this definition, this guidebook takes a broad view of outdoor recreation, including consideration of outdoor assets (existing and new), activities (for locals and visitors), businesses (experiential and retail), outdoor recreation technology design and manufacturing, and relationships with other sectors.

How This Guide Was Developed

In 2024 and 2025, the team that developed this guidebook spoke with 49 outdoor recreation experts from across BC through a series of focus groups. A technical advisory group consisting of eight additional voices lent further expertise to the project. Results from this expert-driven research are the primary input to this guidebook and, where necessary, we have supplemented with references to other guides, articles, and reports on outdoor recreation.



Outdoor Recreation and Community Development

Benefits of Outdoor Recreation as a Community Development Approach

Outdoor recreation can bring many benefits to rural communities and economies[1,2,3,4,5]:

- **Improves public health:** Promotes physical activity and overall well-being for residents and visitors.
- **Enhances sense of place:** Instills a stronger connection to the environment and community identity.
- **Offers pathway to reconciliation:** Serves as a platform to deepen mutually-supportive relationships between non-Indigenous communities and Indigenous Nations, fostering mutual respect and understanding.
- **Creates jobs:** Generates employment opportunities in outdoor recreation and related industries.
- **Diversifies the economy:** If properly managed, outdoor recreation-driven tourism can become a sustainable industry that exists alongside sectors like forestry, mining, and agriculture. The economic impact can be significant. In Golden, annual direct expenditures by mountain bikers alone were estimated at $5.8 million[6].
- **Increases property values:** Enhances the appeal of neighborhoods with access to recreational areas.
- **Fosters conservation mindset:** Encourages residents to connect with nature and support environmental stewardship.
- **Supports community vibrancy:** Retains existing residents and attracts new residents by enhancing cultural and social dynamics.



- **Affects living decisions:** A significant number of people prioritize access to outdoor recreation when choosing where to live, especially millennials and families.
- **Attracts skilled workers:** Outdoor recreation opportunities can draw healthcare workers and other in-demand professionals seeking improved quality of life.
- **Encourages entrepreneurship:** New businesses supporting outdoor recreation emerge, sometimes founded by newcomers attracted by recreational opportunities.

The outdoor industry, however, is subject to challenges like any other. For this reason, outdoor recreation development should not be seen as a replacement for industries like forestry and mining, but rather as a diversification strategy that is integrated within your community's overall economic development plan. See the Defining a Vision, Goals, and Actions section for an example.

FEATURED RESOURCE

The Outdoor Recreation Council of British Columbia's "Impacts of Outdoor Recreation in Rural BC Communities" provides a detailed discussion of some of the common benefits and challenges experienced by rural communities who have prioritized outdoor recreation in their community development strategies.

Challenges of Outdoor Recreation as a Community Development Approach

Despite the many benefits that outdoor recreation can bring to communities, there are also challenges that are common in areas where outdoor recreation is central in the community[7,8,9,10]:

- **Environmental degradation:** Increased land use can negatively impact wildlife, sensitive ecosystems, and biodiversity.
- **Strain on infrastructure and community services:** A higher population or visitation can overwhelm existing community services, such as housing and healthcare, particularly during peak seasons.
- **Planning and capacity issues:** Communities may struggle to effectively plan, monitor, and adapt to the increased demands of outdoor recreation, leading to diminished experiences and community support. This challenge can become especially prevalent if volunteers and community champions step back out of a feeling that they are not well-supported.
- **Conflict:** Disagreements can arise between different types of recreationists and between recreation groups and other land users, like natural resource industries.
- **Social change resistance:** The influx of new residents or tourists may lead to tensions with existing residents, especially if they oppose the resulting shift in social dynamics.
- **Job quality concerns:** While outdoor recreation can create jobs, these positions may not always provide stable, year-round employment or competitive wages.
- **Economic vulnerability:** The outdoor recreation economy can be sensitive to environmental factors (e.g., low snowpack, wildfires) or other disturbances (e.g., COVID-relate travel restrictions), impacting job stability and economic sustainability.

Careful planning is important to prevent and manage challenges when they arise.

Roles and Responsibilities

As British Columbia's outdoor recreation economy has grown, the pitfalls of unplanned or

unsanctioned outdoor recreation development have been made apparent and the importance of a collaborative, well-planned approach has become clear. The table below outlines roles for the various types of organizations that may participate in outdoor recreation development. Each place is different, so roles will change based on the specific circumstances in your community.

Organization	Potential Research Tools
Local governments and First Nations (if leading the initiative)	• Consult community on vision and preferences for outdoor recreation development • Engage First Nations on respectful land use • Lead outdoor recreation planning at the community or regional scale • Integrate outdoor recreation planning with other community plans • Implement supportive land use policies (e.g., zoning) • Land use approvals for assets that exist within local government jurisdiction • Lead stewardship activities • Generate funding through taxation, user fees, or grants • Develop and maintain assets, including recreation assets and supportive infrastructure • Assume ownership of existing assets as capacity allows and where there is alignment with community interests
Provincial government	• Provide funding support • Receive/review/comment on/approve land use and authorization applications • Set provincial policy direction for outdoor recreation • Provide guidance and support recreation groups and local governments
Federal government	• Provide funding support • Receive/review/comment on/approve authorization applications under federal jurisdiction
First Nations (if not leading the initiative) and Indigenous organizations	• Receive and respond to consultation requests • Foster Indigenous-led recreation • Participate in other ways that align with the Nation's priorities
Outdoor recreation groups	• Keep the pulse of the recreation community and share needs/preferences with decision-makers • Build and facilitate relationships with asset builders (e.g., trail builders) • Develop processes for asset development that are supported by landowners and compliant with regulations • Participate in land use and recreation planning • Engage in fundraising, and develop and maintain assets in partnership with land managers • Monitor use levels and implement efforts to manage use levels and protect from overuse • Implement initiatives that respond to Indigenous priorities • Lead stewardship activities • Build relationships between the recreation community and other groups with rights or an interest in the land base

Organization	Potential Research Tools
Economic development organizations	• Serve as a unified voice for outdoor recreation businesses • Initiate, guide, and collaborate on new programs that support outdoor recreation (e.g., convening networks and conversations, attracting new businesses) • Help build relationships between recreation and economic interests
Tourism organizations	• Market experiences in a way that aligns with community vision and follows destination stewardship principles • Lead/participate in efforts to protect from overtourism
Outdoor recreation businesses	• Develop and maintain commercial recreational experiences • Support the development and maintenance of recreational assets managed by other groups • Contribute to recreation groups • Provide services needed to support recreationists • Market goods and services in a way that aligns with community vision
Environmental non-profits	• Share data on ecosystems and wildlife to support planning and management of assets and experiences • Participate in efforts to manage use levels • Provide opportunities for stewardship
Natural resource industry	• Participate in land use planning and advocate for the needs of industry • Partner to help maintain access to recreation areas
Education providers	• Provide training to build a skilled outdoor recreation workforce • Provide research expertise to fill information gaps and share lessons learned with other communities

"Volunteer groups are looking for support from local government for longevity... (We've heard) people saying, 'Please, can we give you this piece of land that we want to remain available to the public, but we can't own anymore?'"

Local government representative

General Guidance for Outdoor Recreation Development



The next section provides advice, tools, and examples for individual elements of outdoor recreation development; however, there are several guidelines that apply across elements.

ALWAYS KEEP AN EYE ON YOUR 'WHY'

It is important to know why and for who your community is focusing on outdoor recreation as a development driver. Do you want to improve resident retention? To build a more diverse local economy? Knowing and continuously working toward your purpose will help achieve your intended results.

FOCUS ON LOCAL NEEDS BEFORE THOSE OF VISITORS

Existing residents are the primary users of any outdoor recreation asset. Keep the needs of local users at the forefront of your planning to be sure the benefits of outdoor recreation meet local needs and extend beyond visitors or tourism-focused businesses. A locals-first approach can also help avoid conflict. Not every community or asset can or should be a tourist destination.

PLAN FOR REALISTIC TIMELINES

Do not expect quick results. It takes time to build the relationships and community support that are needed to ensure success. If your community intends to build or develop new recreational assets, the necessary regulatory approvals and construction work should be planned over a period of years, not months. Progress is incremental.

"This is a really long road. It's an ultra run. It's not a sprint. Its success is measured in years, not weeks."

Steve Fairbairn, Elkford

BE EQUITABLE AND INCLUSIVE

Inclusion plays an important role in unifying the outdoor recreation community and welcoming those who have previously been left out or underrepresented. In the work you do, it is critical to reach across silos that may have historically isolated groups with different perspectives of outdoor recreation. Further, if your community's outdoor recreation development activities involve changes to community services and assets, ensure these changes do not disadvantage residents from different races, cultural backgrounds, genders, age categories, abilities, education levels, or socioeconomic statuses. This helps ensure that the benefits of outdoor recreation are as broadly accessible as possible.

REMAIN FLEXIBLE

The world of outdoor recreation is constantly evolving, and it is important to maintain the ability to accommodate the unexpected. Flexibility can help you adapt to new trends or shifts in user preferences. It can also position you to take advantage of new funding opportunities with specific eligibility requirements

.LEARN FROM OTHERS BUT ADAPT TO YOUR OWN CONTEXT

Outdoor recreation development is a well-trodden path in British Columbia. Countless communities have valuable lessons to share about their experiences—some of which are featured in this guidebook. Be inspired by others and take their lessons to heart but always be mindful of your community's specific context and what makes it different. What worked in one community may or may not be a good fit for yours.

DOCUMENT LESSONS AND DECISIONS

Staff and volunteer turnover is a common challenge in small communities which can result in lost progress when members leave the team. To protect against this possibility, document your process as much as possible. Keep records of key decisions and the factors that contributed to those decisions. Save this documentation in a place that is accessible to others and can be used to bring new team members up to speed.



Elements of Outdoor Recreation Development

Read Me First: Understanding Where to Start



Every community brings a unique mix of assets and capacities to outdoor recreation development and every community is at a different stage in their work. As a result, no two communities will use this guidebook in the same way.

The questions below will help you find those sections that match the current stage of development and interests of your community. If you find multiple low scores or blanks, consider working through the guidebook in the order presented.

1. Below is a list of key partners that are critical to outdoor recreation. Can you identify who these are in your community?

Key Organization	Contact Name
Local recreation and trails organizations	
Recreation Sites and Trails BC recreation officer or manager	
Economic development organizations	
Destination marketing organizations	
First Nations and Indigenous groups	
Other provincial staff (e.g. regional economic operations, MOTI, wildlife)	
Other (e.g., private land owners where relevant)	

If you are having trouble filling in this table or have not made contact with any of these key organizations, start with Outdoor Recreation and Community Development – Roles and Responsibilities and Building Relationships and Partnerships - Important Players.

If you are in the process of connecting and building relationships, consider starting with Building a Core Team and Building Relationships and Partnerships - Working Regionally and Formalized Partnerships.

If you want to build relationships with First Nations and Indigenous People, consider starting with Working toward Reconciliation.

2. Do you have a skilled and dedicated core individual or group ready to take on the activities identified?

1	2	3	4	5
Leadership is uncertain or ineffective		We have a dedicated champion, but they are not empowered to make progress		We have a strong team including a champion who is well supported. Team is connected across sectors

If you circled 1 - 3, consider starting with Building a Core Team.

3. How much do you know about the outdoor recreation assets[11] that currently exist in your community and who uses them?

1	2	3	4	5
We are not sure what assets we have. Or we only know about the assets we use		We have done a basic inventory of our outdoor recreation assets like trails and boat launches but are unclear of the users		We have inventoried our recreation assets along with supportive assets like infrast-ructure and businesses, and we know who uses them

If you circled 1 - 2, consider starting with Building Relationships and Partnerships - Broader Community Engagement and Understanding your Context. Focus on summarizing what exists and is known.

4. Have you identified the activities that are needed in your community and who the target audience is?

1	2	3	4	5
We are not sure what is needed or who it is for		We have assessed our strengths and weaknesses, but are uncertain how to translate that into actions or who the target audience is		We have a plan with identified activities and connected them to target audiences

If you circled 1 - 2, consider starting with Understanding your Context. Focus on identifying what is needed and filling information gaps.

If you circled 3 – 5, consider starting with Defining a Vision, Goals, and Actions, Developing and Maintaining Experiences and Assets, and Getting the Word Out.

5. Do key organizations work effectively together?

1	2	3	4	5
We all work separately. Or we can't seem to get much done together and there is uncertainty around who is responsible for what		We have worked together on small projects, but nothing larger. Or we have achieved a few milestones but feel like we could be more effective		We work well together and have made significant progress on a long-term vision

If you circled 1 – 3, consider starting with Building a Core Team and Building Relationships and Partnerships – Formalized Partnerships.

If you want to work with First Nations and Indigenous People, consider starting with Working toward Reconciliation.

6. Has your community experienced conflict related to outdoor recreation?

1	2	3	4	5
We have not experienced conflict. Or we have no plan for what to do when disagree-ments happen		We have experienced some conflict and have struggled to overcome it		We have experienced and worked through multiple instances of conflict

If you circled 1-4, consider starting with Building Relationships and Partnerships – Navigating Conflict.

7. How have you factored environmental protection into your activities?

We are not aware of environmental considerations specific to our land and species		We are aware of environmental considerations, but are uncertain how to factor them into the project		We have incorporated environmental considerations from the start
1	2	3	4	5

If you circled 1 - 3, consider starting with Protecting the Environment.

8. Have you secured funding to support your activities?

We have no funding		We have partial or short term funding		We are fully funded
1	2	3	4	5

If you circled 1 - 3, consider starting with Funding Outdoor Recreation.

9. How will you know if your efforts are working?

We have no idea. Or "we'll just know"		We have identified metrics but are uncertain how we will track them		We have identified metrics and we are collecting the related data
1	2	3	4	

If you circled 1 - 3, consider starting with Measuring Progress and Making Incremental Improvements.

Building a Core Team

A strong team is necessary to successfully implement any element of outdoor recreation development. As your initiative grows and changes, the people and organizations you engage through various projects and tasks will also shift. Your core team, however, will likely stay consistent through most phases. For this reason, it is critical for your core team to be skilled and dedicated.

CORE VS. PERIPHERAL TEAM

Your core team will be the primary driver of your initiative. Its role is to build support, plan the initiative, design and implement actions, manage resources, monitor progress, and coordinate inputs from the peripheral team. Keep these roles in mind when choosing your core team, which might consist of individuals from within just your organization or might include individuals from other organizations that are critical partners in project planning and implementation.

The peripheral team consists of individuals and organizations that, while invested in the initiative or leading related initiatives, are not responsible for ensuring its success. See the Building Relationships and Partnerships section for guidance on how to foster a motivated and engaged peripheral team.

THE CRITICAL ROLE OF THE CHAMPION

Many successful outdoor recreation initiatives can point to one person who was the "heart and soul" of the project, especially in the early phases. A champion is needed to push the initiative forward through competing priorities, build initial relationships, and mobilize support for a project they are passionate about. Characteristics of an effective champion can include:

- Local, with deep ties to place
- Long-term commitment to the cause
- Highly skilled related to the initiative—planning, trail building, business development, public engagement or something else
- Able to articulate the importance of outdoor recreation in a way that helps diverse audiences understand the potential benefits
- Builds a culture where everyone is welcome, and is willing to engage

> *"What it boiled down to was a very committed group of people that were willing to volunteer their time to build it, and they were able to solicit a lot of support through the community."*
>
> **Wayne Robinson, Nakusp**

productively with diverse groups or individuals, even if they don't hold the same opinions

- Elevates the perspectives of groups who have not historically enjoyed equal access to outdoor recreation

A champion may exist within your local government, or they may be an individual from the broader community. If they are not from your organization, you can empower them by supporting their work with the resources they need and linking their work to yours. Champion burnout is a risk that becomes especially high when they are repeatedly subject to negativity or challenging working conditions. It is critical to nurture and connect with the champion to ensure they feel empowered to continue in their vital role.

CAPACITY FOR THE CORE TEAM

To avoid stalling or failing, your core team needs capacity in the form of time, funding, skills, knowledge, and relationships.

The initial work to explore the feasibility of outdoor recreation development may be done on a volunteer basis, but once an initiative takes shape, it is important to provide the core team with dedicated workload and funding. See the Funding Outdoor Recreation section of this guidebook for suggestions on where you might access necessary financial resources.

Skills and knowledge can be bolstered in many ways. Comprehensive training programs like Outdoor Recreation Tourism and Management at the University of Northern British Columbia, bite-sized learning opportunities like ORCBC's Webinar Series, or peer networks like the Shuswap Trail Alliance Roundtable all offer opportunities for teams and champions to share and build understanding of barriers and bridges to success.

SUCCESSION PLANNING

Succession planning is crucial for communities to ensure continuity and sustainability of their outdoor recreation developments. As members of your core team move on, having a succession strategy in place can help to maintain progress toward your community's outdoor recreation vision while fostering a new generation of leaders. To implement succession planning, start by identifying key roles and responsibilities of the core team, assessing potential successors from within your organization or the broader network, and providing mentorship opportunities to cultivate their skills. Additionally, creating documented processes and lessons learned can help facilitate a smooth transition.

FEATURED RESOURCE

The US-based Outdoor Recreation Roundtable's Rural Economic Development Toolkit includes a section on how to Identify and Empower Local Champions which speaks to the characteristics of effective champions and includes case studies from two different states.



CASE STUDY

Kamloops Bike Riders Association Kids and Teen League

It takes a dedicated team to create a lasting legacy

With more than 1,000 trails covering 1,600 kilometres there's no shortage of places to ride in Kamloops and surrounding rural areas. But, as the Kamloops Bike Riders Association (KBRA) Kids League shows, it takes more than trails to create a community of cyclists.

"Kamloops riding is really fast and technical," says Chris Martin, a teacher and mountain bike coach based in Kamloops. "Out on the trails I was seeing a lot of kids who didn't have the fundamentals and were just holding on with a death grip. It was really unsafe."

Martin decided to start a volunteer-run, low cost program to teach those fundamental skills to 7 to 12 year olds. As the owner of a mountain bike coaching company, he had many contacts in the Kamloops bike community. But he needed more support and he knew the right person to ask.

Catharine Pendrel spent more than 15 years on the Canadian national mountain bike team, including competing in three Olympic Games. She lived in Kamloops, was the president of the KBRA and when she learned to ride she found mountain biking intimidating. She jumped on Martin's idea and co-founded the KBRA Kids League with him in 2017.

"Catharine opened a lot of doors for us," Martin says.

All the bike stores in town and Marin Bikes stepped up as supporters and an enthusiastic team of volunteers donated their time and energy.

The program has been a spring tradition ever since and sells out every year. Some of the first cohort of kids are now volunteer coaches. Pendrel's support at the beginning made a big difference, says Martin, but it is this team of volunteers who have made it an enduring success.

"We have had a really committed group of people from the beginning," he says. "You can do a lot of great things when you have a dedicated core group."



CASE STUDY

Tumbler Ridge Outdoor Recreation Association

Collaboration is the cure to the resource cycle

Many people move to Tumbler Ridge to work in a coal mine or forestry, but they stay in Tumbler Ridge for the outdoors. Tucked into the northern Rocky Mountains, it's a destination for hiking, skiing, mountain biking, snowmobiling and ATVing. So while the mining and forestry industry may boom and bust, it's the outdoor community working together that will sustain the community.

"All the user groups have different visions, but we all want the same thing, the trails to be available in the future," says Manda Maggs, the executive director of the Tumbler Ridge UNESCO Global Geopark. "We have to come together to make it happen."

Maggs is part of the board of the Tumbler Ridge Outdoor Recreation Association (TRORA), an umbrella of four local recreation clubs, the Wolverine Nordic and Mountain Society, the Tumbler Ridge Mountain Bike Association, the Grizzly Valley ATV Club and the TR Ridge Riders Snowmobile Association. TRORA is a venue for the groups to communicate and collaborate, and, maybe most importantly, break down stereotypes.

"It's a great point of finding common ground and a place to help each other," says Maggs. "One club might be good at events, while another can offer advice on retaining volunteers. Through those discussions you get to know the folks on the other side of the table and learn that everyone has common goals."

Through TRORA the clubs hired a shared executive director and they are working with the business community on integrating recreation into the economic development strategy for Tumbler Ridge.

"We're making a plan for the inevitable resource sector downturn," says Jessie Olsen, Director of Economic and Community Development for the District of Tumbler Ridge. "The key is diversification and outdoor recreation is a huge focus for that plan.

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Understanding Your Context

Time, money, relationships, community support—they're all scarce resources that should be used wisely. Before developing outdoor recreation experiences and assets, it is important to take the time to understand what you have, who is using it, who might use it, and what users want. This knowledge allows you to make the best use of the limited resources available to you. Rural communities are all unique. The activities outlined in this section will help you learn more about the context that should inform all aspects of outdoor recreation development.



BUILDING ON PAST WORK AND EXISTING KNOWLEDGE

Before you begin the process of inventorying your community's assets or researching user groups (see the Asset Mapping and User Group Research sections below), take the time to review any related past work that may have been done by your organization or others. Even work that is several years old may hold important insights into your community's outdoor recreation context. Some places you may look for these insights include:

- Surveys about public recreation needs and preferences
- Visitor counts
- Visitor research available through your local destination marketing organization
- Results of business community engagements
- Statistics from publicly accessible sources like Statistics Canada
- Provincial Park or recreation management plans
- Strategic plans from recreation-related organizations
- Research and reports on the ecosystems and wildlife species in your region, especially those that would be affected by your proposed activities.

If these documents do not exist for your community, look to comparable communities or work that has been done at the regional scale. You may be able to use information from similar or neighbouring places as a proxy for your community or downscale from regional results.

ASSET MAPPING

Asset mapping is a proven method to take stock of a community's strengths. It can also help you determine the gaps that your outdoor recreation development initiative could seek to fill, or to identify overlapping or conflicting assets in need of overarching management and direction. Mapping outdoor recreation assets brings together knowledge not only of what exists but also how recreation assets are used and by whom. Results can help inform management and planning that is appropriate for the local landscape[12].

Asset mapping is most effective when it involves contributions from multiple people or organizations; the more voices you gather, the more comprehensive your results will be.

There are different ways to bring these voices together—surveys, focus groups, and community meetings are some of the choices. The asset mapping guides included in the Featured Resources section below have detailed instructions on how to map your community's assets. None of these guides were created specifically for outdoor recreation so you will need to adapt the guidance. The table below includes some of the asset categories you could consider including along with the types of participants who would be able to help map these assets and provide usage data.

Assets	Invited Participant
Recreation assets like access points (staging areas, boat launches, trailheads, etc.), trails, water bodies, parks, tenures, commercial operations (ski hills, bike parks, etc.), and campsites	Recreational groups, commercial recreation operations, residents, local and provincial government
Outdoor recreation-focused businesses	Chamber of Commerce, Community Futures, business owners
Supportive community assets like infrastructure (washrooms, boat/bike wash stations, EV-charging locations, etc.), educational assets (interpretive services such as programming or guided experiences), and cultural assets that support an enhanced visitor experience	Community planners, cultural organizations
Environmental features like creeks, sensitive areas, habitat for species at risk, and wildlife corridors	Local biologists, landowners, conservation groups, Elders
Traditional territory and culturally important sites	First Nations
Human resources and organizations	Recreational groups, elected officials, community planners, residents

FEATURED RESOURCES

Participatory Asset Mapping from the Advancement Project is a comprehensive resource on the techniques, tools, and rationale for asset mapping

A Guide to Community Asset Mapping from the Falls Brook Centre is another, more concise guide covering the basics of asset mapping

The Assess your Community and Create a Vision section in the Outdoor Towns Toolkit includes resources to host a community input meeting as well as guidance on completing a community assessment—a method for viewing your community through a visitor's perspective.

If resources are tight in your community, it is also possible to map your assets as a desktop exercise (i.e., using existing sources of information and without significant engagement of other organizations). In that case, you can consult information sources like the BC Data Catalogue (for recreation areas, tenures, and environmental features), local tourism maps, historic and cultural feature records, and municipal business records[13].

In addition to inventorying and mapping individual assets, information on usage rates (current and potential future) will help you prioritize gaps and determine if different types of assets are arranged in a way that makes sense (e.g., locating public washrooms near the most heavily used trails). Crowdsourced data from apps like Strava and Trailforks can help you identify hot spots in your community if you haven't collected your own usage data.

USER GROUP RESEARCH

Once you understand what you already have, you can turn your attention to what you need and for whom. You may focus this research on residents or visitors, current users or potential future visitors. Before you start your research, define your guiding question(s) and the purpose behind each. See the table below for some examples. Your research questions should clearly link back to the overall goal of outdoor recreation development in your community.

Research can be time and resource-intensive. By building on knowledge that already exists, focusing on only the questions you need to know, and clearly defining your target audience, you can keep this step manageable.

The table below outlines some of the research tools you might use to answer some common research questions. The resources linked below include several more examples along with guidance on how to design a successful research project.

What we want to know	Why we want to know it	Potential Research Tools
How satisfied are residents with the assets and opportunities currently available?	So we know where to direct resources for future improvements	• Surveys (online or in-person at a specific recreation site) • Focus groups • Social media analysis
Which assets currently see the most use?	So we can develop additional similar assets, manage overuse, or build necessary supporting infrastructure	• Manual visitor counts • Automatic trail counters • Trail registers • Commercial visitation data • App data (Strava Global Heatmap or Trailforks Trail Usage Stats) • Recreation group membership numbers
Does the local community support an initiative that aims to increase tourism/visitors?	So we know if increased outdoor recreation visitation is a viable economic development strategy for our community	• Surveys • Focus groups
Where are current users coming from?	So we know if outdoor recreation is serving local residents or visitors	• User surveys • Website analytics • Data from commercial operators • Fitness app data • Visitor Centre records
Where could we recruit new visitors from?	So we can design experiences that appeal to target markets and finetune existing or future advertising	• Visitor surveys (to understand what draws existing visitors) • Visitor data from comparable communities • Visitor highlight and travel pattern data from destination marketing organizations

FEATURED RESOURCES

Conducting and using visitor and recreational user research from the Outdoor Recreation Council of BC is a comprehensive guide to conducting visitor research for multiple purposes—to inform planning, make the case for funding or support, understand user conflict, shape marketing campaigns, and others. It also includes a list of publicly-available data sources and information on how to apply research results to measure and communicate the impact of recreation.

The Research Guide for Tourism Operators from Destination BC provides an overview of the purpose and methods of research in a way that is designed specifically for tourism operators.

How to Use Monthly Visitor Highlights Research from BC Regional Tourism Secretariat provides guidance on how to use some of the valuable data that is available through your local destination marketing organization.

Innovative New Ways to Count Outdoor Recreation from Headwaters Economics talks about new sources that expand access to data, like cell phones, fitness trackers, and social media.

BUSINESS NEEDS ASSESSMENTS

Foundational recreation assets that serve the needs of residents and local businesses should come first, but if your outdoor recreation development initiative includes growing the outdoor recreation economy, you may benefit from research on what local businesses need to support their success related to outdoor recreation. This can include recreation specific businesses (e.g., guides, outfitters, campsites, gear manufacturing), as well as related businesses (e.g., food and beverage, accommodation).

Business needs assessments can take many forms and range from simple to resource-intensive. Two established methods include a Business Walk (simple) and a Business Retention and Expansion Project (resource-intensive). Both are described in the resource linked below.



FEATURED RESOURCE

The Support Business and Sector Development guide from the Government of British Columbia includes detailed guidance on Business Walks, Business Retention and Expansion programs, and other initiatives that support BC businesses.

ANALYZING STRENGTHS AND GAPS

When you've gathered what you know about your local context, your next step is to bring all the data together to assess where your outdoor recreation development initiative could focus. One way to do this is through a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis (Figure 2). A SWOT analysis involves thinking systematically through the strengths and weaknesses of your community's outdoor recreation context while also identifying factors that can either help or hinder your ability to capitalize on these strengths or offer the potential to improve on the weaknesses. A SWOT analysis does not suggest which areas should be prioritized for next steps. Worksheet 1 demonstrates an example of a SWOT analysis and includes a list of guiding questions that can help you sort through results to determine the critical gaps that could be addressed through your initiative.

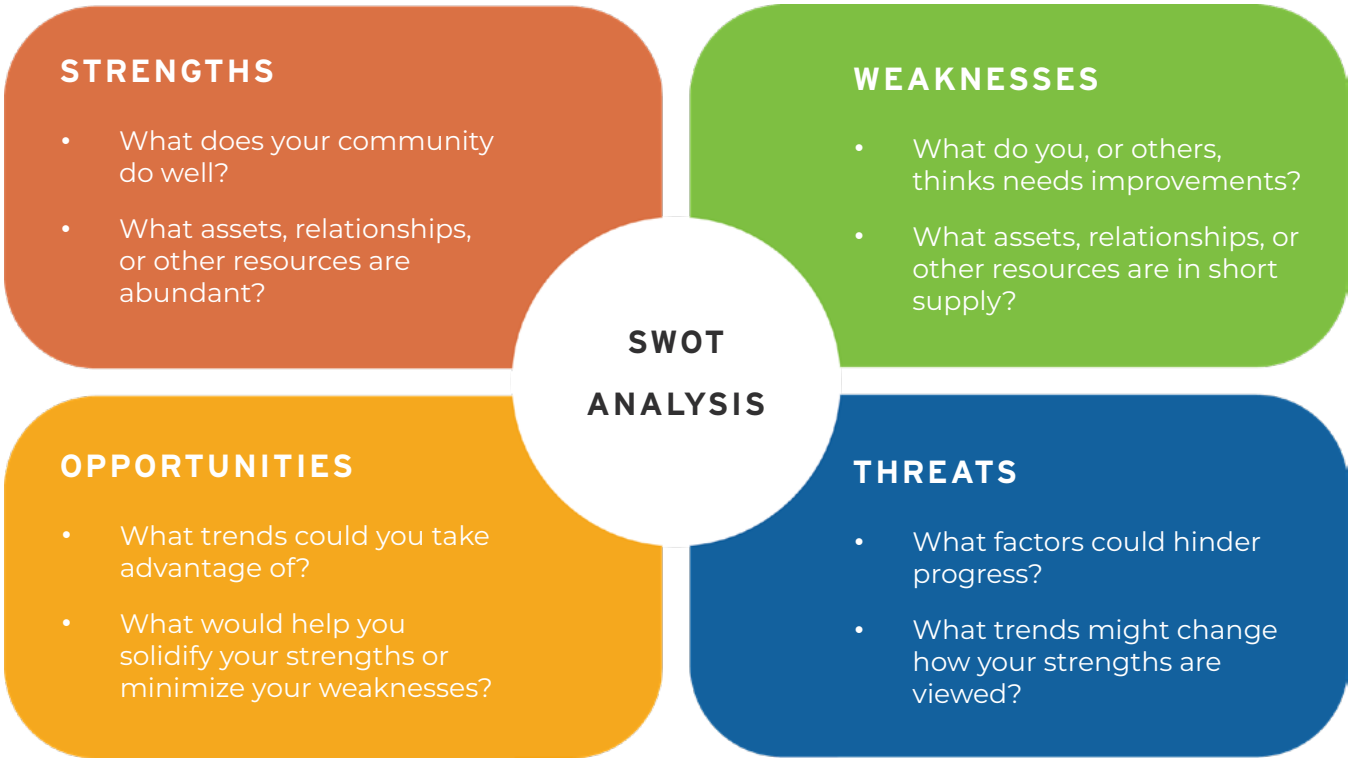


Figure 2: Elements of a SWOT analysis



CASE STUDY

Squamish Outdoor Recreation Profile

To SOARE you need more than a hunch

The local stoke suggests Squamish is home to some of the best rock climbing, mountain biking, and wind sports on the continent. And it is just downstream from one of the world's greatest ski hills. But before the District of Squamish could commit to diversifying the local economy into outdoor recreation it needed more than vibes. It needed extensive research.

In 2017, the District's Economic Development office undertook a community engagement process. It followed that up in 2020, with the Emerging Sector Roadmap and Action Plan, a data rich analysis of the region's economic powerhouses and emerging sectors. This plan highlighted outdoor recreation as an already promising industry in the region.

A profile of the sector in 2021 identified 188 local businesses in the outdoor recreation technology industry, which includes product design, media, and marketing. Together they employed 364 local workers.

To further validate the research, the District hosted an open house in 2022. More than 100 people showed up and voiced support for a local outdoor recreation related association or trade group. The next year, with provincial funding, the Sea to Sky Outdoor Adventure Recreation Enterprise (SOARE) launched as a non-profit focused on nurturing the outdoor recreation economy in Squamish.

"The [Roadmap and Action Plan] back up everything I do," says JoJo Das, the executive director at SOARE. "They offer validation at a fundamental level."

Through SOARE, Das organizes networking events and education seminars, manages a maker workshop and advocates for the industry. There are now 123 members of SOARE and the industry is growing. Local industry professionals attest that small outdoor recreation companies have seen healthy growth and larger firms are doing really well.

FEATURED RESOURCE

The United Nations Declaration on the Rights of Indigenous Peoples is a foundational document that has informed Canada and BC's renewed commitments to reconciliation.

Working Toward Reconciliation

In recent years, there has been a significant shift in how Indigenous and non-Indigenous communities engage around questions related to land use and reconciliation more broadly. As outdoor recreation development is inherently land-based, it is essential for local governments to consult, engage, and empower the Indigenous communities whose territories are directly affected by an initiative. Meaningful collaboration not only respects Indigenous rights and knowledge but also strengthens the foundation for sustainable and inclusive recreation practices.

Many rural places struggle with this element of outdoor recreation development. Local governments and recreation groups may not know where to start, they may be worried about saying the wrong thing, they may be hesitant to engage out of fear of relinquishing control, or they may feel that their initiative does not have the time needed to build relationships. The challenge of this task does not make it less essential. Collaboration with Indigenous Peoples is important not only because of their unique legal rights, but because improved relationships benefit communities, advance justice, and promote sustainability.

The terms First Nation and Indigenous Peoples are related but not interchangeable. Indigenous is a collective term for the original peoples of North America and their descendants, and includes three distinct groups: First Nations, Métis, and Inuit. First Nations are often the focus of outdoor recreation initiatives in BC because of their unique rights and title to ancestral lands.

TRUTH BEFORE RECONCILIATION

It is important to understand and acknowledge that outdoor recreation has contributed to colonialism and had associated negative impacts on some Indigenous communities. Most recreation assets in BC exist on unceded lands and were created without the consent of First Nations. Further, Indigenous Peoples have been excluded from many of the benefits that result from outdoor recreation, including economic development, health benefits, and enhanced connection to nature. For example, Parks Canada has acknowledged that its actions have "cut or severely altered Indigenous Peoples' long-standing relationships and sacred responsibilities for the lands, water and ice that have determined their identities and influenced their cultures and languages" since time immemorial[14].

BEST PRACTICES

The Outdoor Recreation Council of BC's Guidance Toolkit for Engagement with

Indigenous Communities and Working in a Good Way best practices guides are valuable resources for outdoor recreation initiative.

The former identifies five recommended practices:

1. **Do your homework**: Before attempting to reach out or build relationships, take the time to educate yourself. Learn about the history of colonialism and get to know the Nations(s) on whose territory your initiative takes place. All communities are different, so don't assume that what you know about one place applies to another.

2. **Be local and personal**: Recognize that First Nations are neighbours and avoid a formal, transactional approach to engagement. Start to build a relationship now—well before you need something. Some of the ways you can do this include:

   - attending a public event hosted by the Nation
   - sending a casual letter of introduction or congratulations to a new Chief and Council
   - offering to take members of the Nation on a ride, hike, or some other experience that your community has to offer

3. **Listen more, talk less**: Ask how you can help and be an effective ally. Listen for common interests that you can work on together. Small, achievable goals are a good place to start.

4. **Be consistent and respectful**: Trustful relationships take time to build, and First Nations can be overwhelmed with requests

"Whenever I'm invited to talk about partnership building between Indigenous and non-Indigenous communities, I say, if you don't start today, you're already late. Start before you ask for an [archaeology] study. Start before you ask for a partnership agreement... And I understand that that's not an easy process to follow, but it's never too early to start that partnership process between Indigenous and non-Indigenous communities."

Thomas Schoen, First Journey Trails

FEATURED RESOURCES

The British Columbia Assembly of First Nation's interactive map can help you identify the First Nations that may have an interest in your initiative.

Indigenous Corporate Training provides a list of "Must Dos" and "Must Don'ts" for effective Indigenous Engagement.

for their time. Be patient and persistent, but also accept and respect when "no" is the answer.

5. **Be flexible but committed:** It is very possible that your initiatie's interests will not perfectly align with those of a First Nation, or that interests may change over time. Be prepared to make adjustments in a way that allows you to continue a productive and respectful relationship while still adhering to the core values of your initiative.



INDIGENOUS-LED OUTDOOR RECREATION

Indigenous communities and businesses, like many others across BC, are increasingly recognizing the benefits outdoor recreation development can generate. Indigenous-led outdoor recreation initiatives can help overcome some historic challenges, including a lack of sensitivity for sacred sites and cultural norms. Partaking in Indigenous-led outdoor recreation can also be seen as an act of reconciliation, as participants may have the opportunity to learn about history and culture while they paddle, hike, fish, or ride.

Empowerment of Indigenous outdoor recreation initiatives is an opportunity to advance reconciliation and relationships. Non-Indigenous groups and communities can do this by co-planning outdoor recreation with First Nations, helping to build capacity for outdoor recreation developments (e.g., through skills training or information sharing), supporting development of assets prioritized by Indigenous groups, and promoting Indigenous-led experiences to potential users.



CASE STUDY

Simpcw First Nation Trails and Mountain Biking

The healing power of digging in the dirt

Tom Eustache never imagined building mountain bike trails would heal his people. But that's just what happened when he started building trails on the hill above the Simpcw First Nation's band office, an hour north of Kamloops.

"I never would have guessed the impact the trails would have on the community," says Eustache, the Nation's maintenance manager. "It's just snowballed."

Eustache and his son Skylar built the first trails for their own enjoyment. It was when he invited Patrick Lucas and Thomas Schoen to help that the lines through the woods became something more.

Lucas and Schoen founded First Journey Trails, a company that collaborates with First Nations on trail development projects. The Simpcw First Nation was one of their first projects.

Lucas and Schoen helped the Nation access grants, trained the community's youth and then paid them to build the trails. For many teens it was their first job and provided skills that led to other opportunities, like wildland fire fighting. Skylar has gone on to run his own trail building crew.

The trails also changed the community's health. Eustache bought a fleet of bikes and helmets and started taking groups of kids out for rides. Others bought their own bikes. Some started walking the trails. A running group formed. Some people lost 50 pounds or more. The Nation's health department noticed a difference and started funding trail maintenance.

Building the trails became an act of reconciliation and a renewed connection to the Simpcw's past, says Eustache.

"People in the band always talked about getting back on the land," he says. "Our kids are riding bikes anyway. They might as well get to know their land while they do it."

Building Relationships and Partnerships

Outdoor recreation development is a team sport, and strong relationships are key to any initiative – from building a single trail to a future vision. Many outdoor recreation groups have shared that mutual trust and understanding are precursors to meaningful collaboration and are critical for overcoming conflict. Working with diverse partners builds support for an initiative and makes it more efficient by sharing the workload and focusing on shared goals.

Outdoor recreation experts have shared some factors in building successful and productive relationships:

- Time is of the essence. Build relationships early, before making requests and before required.
- Transparency and creation of trust are critical to good relationships. In some cases, this may simply involve continuing to show up and participate (i.e., demonstrating commitment), while in others this may involve a neutral and trusted external facilitator.
- True partnerships are co-constructed with organizations sharing power and each having a say in how they participate and what they are responsible for.
- The process cannot be rushed. Adequate time is necessary to building genuine relationships.

"There really isn't a shortcut other than sitting down and talking to people... It's those face-to-face conversations... You don't go and talk to somebody once and build trust and understanding."

Stewart Spooner, Rossland

IMPORTANT PLAYERS IN THE LOCAL REC-SCAPE

Building relationships begins with identifying the key individuals or groups you should engage with in the outdoor recreation community. Consider the list of key organizations/roles below and compare this to the relationships you identified as 'strong' in your SWOT analysis (or equivalent). You can use Worksheet 2 to record the situation in your community.

- First Nations and Indigenous groups for projects that they are leading or have prioritized
- Local recreation clubs and alliancesw
- Local planning staff
- Local economic development (e.g., local government, Community Futures, Chamber of Commerce)

- Local destination marketing association – can assist with connections to Destination BC as needed
- Recreation Sites and Trails BC district recreation officer and managers – can assist with navigating processes, as well as providing examples of partnerships
- Local Search and Rescue groups
- BC Regional Economic Operations staff – can assist with general government navigation
- BC Parks staff – if your initiative has an interest in protected areas
- BC Water, Land and Resource Stewardship staff for the Coast, North, South– can assist with habitat and ecosystem-related requirements
- BC MOTT regional contacts – can assist with questions regarding rights of way
- Landowners for developments that require access over private land
- BC Agricultural Land Commission for projects that involve the Agricultural Land Reserve
- Your local Member of the Legislative Assembly (MLA)

Relationships with First Nations are unique in that they are government-to-government relationships, and engagement is an integral part of any process that involves a development that may infringe on Indigenous rights and title. Many First Nations governments are developing their own outdoor recreation projects or co-leading alongside neighbouring local governments. Visit the Working toward Reconciliation section for guidance on working with First Nations and other Indigenous groups.

WORKING REGIONALLY

Regional approaches can help minimize duplication and maximize limited resources. They also recognize that a single community doesn't have to provide everything for existing or potential recreationists. For instance, when evaluating your community's strengths, it's useful to consider what assets or experiences are within a reasonable distance of your area.

However, large regional projects may prevent communities from recognizing and enhancing what makes them unique. They can also introduce complexity, potentially causing smaller communities to lose sight of simpler, more achievable goals. In such cases, a regional approach could be as straightforward as sharing ideas and coordinating activities, keeping each other informed, and identifying future opportunities for collaboration.

FEATURED RESOURCE

The "Partnerships" chapter in the Trail Towns Guide includes a list of potential partners and tips for encouraging participation in your initiative.

WORKING WITH VOLUNTEERS

Your initiative may involve working with volunteers. Volunteers are the lifeblood of many outdoor recreation groups in BC. Collaborating with volunteer groups on recreation projects brings local expertise, cost-effectiveness, and community engagement. Volunteers foster ownership, stewardship, and long-term care for recreational areas. However, working with volunteers can bring challenges. Volunteer "burnout"—where volunteers become less enthusiastic or willing to participate over time—is a common problem. A loss of key contributors can affect the potential success of your initiative. The following is a list of strategies to minimize the potential for volunteer burnout.

- Provide volunteers with meaningful work that links directly to community benefit
- Recognize their efforts and contributions
- Be organized so that you do not waste volunteers' time
- Offer flexible opportunities, including "micro" opportunities
- Provide the necessary resources for volunteers to feel supported
- Seek feedback from current or past volunteers about how your volunteer management processes could be improved

To mitigate against the risks associated with overreliance on volunteers, make all possible efforts to plan for the ongoing costs of outdoor recreation and fundraise so long-term contributors can be paid for their time. See the Funding Outdoor Recreation section of this guidebook for related guidance.





CASE STUDY

Adra Tunnel

It takes a team to open a tunnel

It only took 14 months for railway workers to blast the 500 metre long Adra Tunnel into a hillside above Okanagan Lake. Reopening it took more than four years and a community united towards a common goal.

“It was a monumental effort,” says Terry Field, the project manager for the WoodWackers 2.0, the non-profit who took on reopening the tunnel. “But it was such a rewarding project because of the relationships we built.”

The Adra Tunnel was part of the Kettle Valley Railway, which once connected the Kootenays to the Fraser Valley. The last train whistled through in 1989 and shortly after the provincial government and volunteers like the WoodWackers converted the KVR into a rail trail. But they bypassed the Adra Tunnel and, as it fell into disrepair, the provincial government soon gated it off.

The tunnel sat unused, but not forgotten, until 2020, when a new group of Penticton area locals created the WoodWackers 2.0 with the specific goal of reopening the Adra Tunnel.

“Everyone seemed to have a story about the tunnel and they saw the tourism and recreation value in reopening it to the public,” says Field.

The group started developing a reopening plan in 2021. Over the next four years they raised more than $1-million in donations, mostly from local residents, and received the same amount from in-kind support. More than 50 businesses donated equipment, labour and material.

The Penticton branch of McElhanney, a survey and planning company, donated 50 percent of its fees for conducting a geotechnical scan. The Thompson Okanagan Tourism Association helped the non-profit apply for a federal grant. And the Regional District of the Okanagan-Similkameen supported the project throughout, says Field.

Thanks to the many volunteers and supporters the tunnel will open to the public in spring 2025.

FEATURED RESOURCES

Volunteer BC offers a series of guidebooks and templates that can help your organization, or your partners, effectively manage volunteers. The "How to Start a Volunteer Program" handbook is a good place to start for individuals or organizations who are new to volunteer management.

FORMALIZED PARTNERSHIPS

Local governments, recreation groups, First Nations, private landowners and other parties can get a lot done through informal relationships and agreements. However, coordinated outdoor recreation development initiatives usually benefit from formalized partnerships that clearly outline each party's role in the collaboration. Formal partnerships can take different forms. Below are a few types with links to examples of each.

- Memorandum of understanding: An MOU between Sḵwx̱wú7mesh Úxwumixw (Squamish Nation) and the Squamish Off-Road Cycling Association recognizes the relationship between the organizations and establishes terms under which Nation lands may be accessed.
- Umbrella organization: The Shuswap Trail Alliance is an organization that brings partners together to build sanctioned and sustainable trails across the region.
- Shared land use planning: The Columbia Valley Recreation Planning Initiative includes a committee of organizational representatives working together to make recommendations for recreation management in the region.
- Land access agreements: Mosaic Forest Management on Vancouver Island has a formalized process for recreation groups to access to its lands, including sample agreements.

Each approach to partnership is unique, but some of the common questions that may be answered in a formal agreement include: the interests each group brings to the table, the commitments each group makes to participating, and the role of each group in enacting a shared vision.

Partnerships take time to form, and they are only successful when the participants can develop a shared vision. Consider a professional facilitator to support this process – either through a paid contract or by working with a skilled local volunteer.

BROADER COMMUNITY ENGAGEMENT

Even the strongest partnerships will struggle to make progress on outdoor recreation development without buy-in from the broader community. Community support provides the initiative with a social license to operate. It can be built by continuously inviting people to get involved, listening to feedback, and showing that feedback makes a difference. There are also some specific points where you may want

to seek input through formal engagement processes like surveys or focus groups (see the Understanding your Context section for guidance on this type of research):

- Establishing a vision
- Planning for recreational uses of the land base
- Discussing trade-offs between uses
- Evaluating successes, challenges, and impact

NAVIGATING CONFLICT

Conflict is inevitable when diverse organizations come together, whether in long-term partnerships or over emerging challenges. Some common reasons for conflict include misunderstandings or misinformation, differing perspectives, past decisions, and a precedent of poor engagement. The issue is not whether you experience conflict, but rather how you address it. A failure to do so effectively can derail outdoor recreation development, result in damage to recreation assets or the environment, and spill over into broader community or intercommunity conflict.

There are a few general principles that you can use to help manage any type of conflict:

- Continuously build and maintain trust between the core team, partners, the community, and the surrounding region
- Maintain open lines of communication so concerns can be shared early (before they are critical), potential solutions can be identified, and users are informed about closures, maintenance activities, hazards, etc.
- Prioritize respect in all interactions surrounding a conflict, and focus on shared values between groups that may seem at odds
- Follow a plan when developing outdoor recreation assets and experiences, and ensure this plan was developed with input from all relevant voices

However, if the root cause of the conflict persists, it may impact long-term success. The table on the following page includes some common drivers of conflict in outdoor recreation along with potential strategies to resolve the conflict[15].

FEATURED RESOURCES

The International Association for Public Participation offers a public participation spectrum that described different ways to engage your community. For projects where you need strong buy-in, aim for approaches that are further along the spectrum.

The Outdoor Recreation Roundtable's Rural Development Toolkit includes a "Generate Public Support" section that includes helpful tips from people in the field, like "knowing when to wear their Carhartt versus their Patagonia hat".

Conflict Driver	Potential Strategies for Resolution
Lack of compatibility (real or perceived) between different activities or user groups	• Land use planning involving all users of the land base and considering ecosystems needs • Building and strengthening relationships and understanding between groups through roundtables or facilitated discussions
Inappropriate user behaviour	• Education related to appropriate behaviour (signage, social media campaigns, volunteers, etc.) • Stewardship activities that involve users
Higher-than desired levels of use	• Development of acceptable limits of change with the whole community • Development of new assets or opportunities to distribute users • Usage monitoring (e.g., trail counters) • Visitor use management strategies (volume management and controlling access to dedicated areas
Usage patterns out of alignment with traditional use and Indigenous cultural values	• Indigenous-led outdoor recreation • Effective relationships and partnerships with Indigenous Nations and other Indigenous groups • Visitor use management strategies (e.g., experience relocation) • Visitor education
Disconnect (real or perceived) between who contributes and who benefits	• New/enhanced opportunities for users to give back through volunteerism • Trail user fees, memberships, and other strategies to encourage return of financial benefits to groups responsible for provision and management of assets
Wildlife interactions	• Closures (spatial or temporal, temporary or permanent) • Land use planning that prioritizes ecosystem needs • Asset development with wildlife needs in mind (e.g., avoiding food source areas)

FEATURED RESOURCES

The Environmental Impacts and User Conflicts section of the Outdoor Recreation Roundtable's Rural Development Toolkit includes a set of conflict management principles from the Society of Outdoor Recreation Professionals.

Connected and Directed from Connect the Dots is a guide to managing conflict in participatory processes and provides concrete advice for organizations in the position of facilitating contentious conversations.



CASE STUDY

Sustain the Stoke

How to Sustain the Stoke

Tourism depends on local residents. That's especially true for outdoor recreation, where the locals are the ones building and maintaining the trails the visitors are coming to play on. That's why it is important for Tourism Revelstoke to ask residents about their experiences with tourism and visitors. The annual online survey is one piece of a wider marketing strategy called Sustain the Stoke that is designed to ensure that visitor behaviour is respectful of the destination.

"We're seeing some of the challenges that tourism can bring, so we're trying to take a more proactive approach in Revelstoke to ensure we preserve our small town charm," says Taniell Hamilton, destination and sustainability manager with Tourism Revelstoke.

The first resident survey, conducted in 2021, was part of a larger tourism planning process that asked residents to imagine what they want their community to be like in 50 years. More than a tenth of residents provided their input with the majority believing tourism benefitted the community. The responses informed Tourism Revelstoke's Sustain the Stoke campaign, which focuses on maintaining the positive vibes by educating visitors about local culture, First Nation history and how to be a good guest.

One Sustain the Stoke campaign was a series of Responsible Rider quizzes. The educational questionnaire focused on different activities – they've done them for snowmobilers, mountain bikers and backcountry skiers and snowboarders – and covered the basics of trail use and backcountry etiquette. Another campaign was a series of sustainability themed videos on the importance of shopping local, preserving wild spaces and food resiliency. Their flagship program, Thanksgiving Back, invited visitors to volunteer with local non-profits on trail maintenance, invasive species removal, and other projects, in exchange for accommodation in the fall shoulder season.

Measuring the success of the campaigns can be tricky, but in Revelstoke there is clear evidence that the stoke is only growing. Between the 2022 and 2024 resident surveys the percent of Revelstoke locals who thought their quality of life was getting better increased from 23 percent to 40 percent.

FEATURED RESOURCES

The "Identify Funding Partners" section of the Outdoor Recreation Roundtable's Rural Development Toolkit includes a helpful set of ground rules and guiding questions to help you organize your fundraising approach.

Funding Outdoor Recreation

Adequate funding is key to all phases of outdoor recreation development. Many communities or organizations focus on securing the funds needed to build a specific asset, but it is just as important to make sure you have the resources required to properly plan and maintain that asset, and to link it into your community's broader outdoor recreation vision.

A central challenge for communities who link their outdoor recreation assets to tourism is capturing visitor spending in a way that comes back to the groups responsible for developing and maintaining the assets. In many places in BC, there is a disconnect between who pays for and who benefits from outdoor recreation, and this can be a source of conflict. However, there are examples of communities who are finding solutions to this challenge, and some of those are detailed below.

Overcoming the funding challenge, like most aspects of outdoor recreation development, requires strong and effective relationships with funders and potential sponsors. The work you do to make sure your community is aligned on its goals will help you make the case for an "all hands" approach to funding outdoor recreation.

It is difficult for funders to deny a community that shows there is broad support and commitment to making the vision a reality.

> *"Most of the outdoor recreation opportunities in our area of BC are operated by societies ... and their largest barrier in terms of supporting that work is funding to maintain the trail systems. There's always grants to build a new one, but having support to maintain them was what was lacking."*
>
> **Local government representative**

POTENTIAL FUNDING SOURCES

Below is a list of possible funding sources that may be accessible to your community, along with a few examples.

Grants – Grants have been a core funding source for outdoor recreation for many years. Governments (federal, provincial, or local, including local government operating grants like those offered in Rossland), trusts, foundations (local, provincial, or private), Indigenous organizations, philanthropic organizations, and non-profits may all offer relevant grants. Be creative when searching for funding programs. Collaborations with your partners may open up access to grants that your organization is not eligible for. Further, outdoor recreation projects can often be reframed as contributions to economic development, climate action, active transportation, etc. Some of the related terms you could search for include:

- Economic development
- Infrastructure
- Climate change/climate action
- Nature
- Destination
- Active transportation
- Healthy community
- Workforce/jobs

Local Government Services – Some communities are experimenting with a taxation-funded local government service. This is a unique and powerful way for local governments to provide much-needed consistent funding to outdoor recreation. Local governments can direct some of this revenue to a reserve to finance long-term or unexpected expenses that emerge when outdoor recreation partners can no longer maintain assets. Revenue can also be redistributed to community recreation groups like it is in the Regional District of Bulkley Nechako. Read more in the next case study.



User fees – User fees are commonplace for some types of outdoor recreation in BC, but not all. Groups that groom trails for winter use often charge trail fees. Groups that manage summer trails could consider experimenting with similar fee structures.

Donations and membership fees – Some groups, like the Hazelton Trail Society do not require user fees but encourage donations through social media, trailhead signage, or websites. Donations sometimes take the form of annual memberships.

FEATURED RESOURCES

The Outdoor Recreation Council of BC's Grant Directory is a great first place to look for potential grant opportunities. There is also a set of helpful Tips for Quality Grant Applications in Outdoor Recreation.

Tourism and business contributions – Some communities are working in partnership with their destination management organizations and/or business community to encourage a return of proceeds to the assets that draw in visitors and customers. One example is on Vancouver Island, where sponsorship from multiple outdoor recreation companies makes up a portion of the United Riders of Cumberland's annual revenue.

Social enterprise – Outdoor recreation organizations may be able to raise funds by offering services like clinics or camps. Proceeds from the Nelson Cycling Club's clinics go into building and maintaining the local trail system.

In-Kind – Residents, businesses, and aligned organizations may not be able to make financial contributions but can offer in-kind contributions like donations of equipment or labour. The Adra Tunnel case study in the Building Relationships and Partnerships section is a great example.



MAKING THE CASE WITH DATA

Many funders require that you provide evidence of the demand for, or impact of, outdoor recreation in your application. You may be able to reference existing studies (either from your community or a comparable community) to make your case, but you may also be able to tell a powerful story by collecting just a few new datapoints from your users or partners. Much can be accomplished relatively inexpensively through simple visitor counts or community surveys, but it is important to anticipate the need for this data before a funding opportunity is announced. See the Understanding your Context for more guidance on conducting research.



CASE STUDY

Regional District of Bulkley Nechako Recreation Contribution Program

Creative funding keeps recreation accessible

Adapting to climate change. Rising insurance costs. Inflation and living wages. All that and more is pushing the ticket price of skiing ever upwards. Most Nordic ski centres across the province have no choice but to raise their ticket prices every year, making the sport increasingly expensive and inaccessible.

The Bulkley Valley Nordic Centre in Smithers is a rare exception. Thanks to a new grant offered by the Regional District of Bulkley Nechako the centre froze season passes and day ticket prices.

The new grant is the result of the 2020 Parks & Outdoor Recreation Study, commissioned by the regional district, which identified the increasing challenges of managing outdoor recreation infrastructure.

"In recent years, demand for outdoor recreation opportunities in the RDBN has grown," stated the report's executive summary. "Many of the outdoor recreation areas and trails in the RDBN are maintained by volunteer clubs and it is becoming increasingly difficult for volunteer clubs to upkeep existing parks, trails, campsites, boat ramps, and other outdoor amenities."

The report highlighted that there are other funding sources for new infrastructure and equipment, but few targeting the day-to-day costs of keeping trails, campsites and other services open. The RD created the Recreation Contribution Grant Program to help offset those operational expenses. Non-profit recreational societies and clubs can apply for up to $15,000 for three years of funding towards operational expenses.

"Our goal is accessibility for all ages," the Bulkley Valley Nordic Centre says. The new grant helps do just that.

Defining a Vision, Goals, and Actions

You know the purpose behind your community's outdoor recreation work and have been using it to drive your activities all along. But defining a vision is something different. It's an opportunity to think about what success looks like and plan how you will achieve your goals.

Well planned outdoor recreation that is integrated with other community economic development activities can more readily access the benefits discussed in this guidebook while avoiding some of the hurdles like conflict or regulatory delays. A failure to plan can result in disputes around approaches or priorities, recreation assets that are non-compliant or unauthorized, a lack of access to necessary resources or support, or duplication of efforts.

Setting a Vision

What do you want outdoor recreation to look like in your community over the short, medium and long term? How will you know if you've been successful? Local governments are well-poised to help their communities craft a vision that sees the big picture.

- A strong vision:
- Is clearly aligned with your purpose
- Articulates something achievable while still being aspirational
- Reflects the community's unique context
- Resonates with different audiences
- Provides a 'North star' that can guide decision-making

"You need to make sure that you've taken the time to talk to people in the community... get those values out there, and so people are aware of what is going on in the community. It's really inefficient to try to add values at the end or put the genie back in the bottle once a product's been created."

Johnny Mikes, Canadian Parks and Wilderness Society

It is critical that your vision is set with input from across your community. Big picture planning needs to maintain connection and inclusion of individuals working 'on the ground' in outdoor recreation. This includes reaching out to the parties who have developed some of your community's existing assets—even if those assets are unsanctioned or non-compliant with current regulations.

If your community cannot agree on a vision, take the time to understand perspectives and build support before moving ahead with planning or implementation. Without this effort, disagreements will persist and create conflict down the road. For guidance on how to navigate community disagreements, see the Building Relationships and Partnerships section. For guidance on how to gather community input, see the Understanding your Context section.

TYPES OF RECREATION PLANNING

Big picture outdoor recreation plans can take the form of recreation master plans (e.g., trails master plans), strategies that are integrated into other community development plans (e.g., official community plans), or both.

One example of a recreation master plan is the Regional District of Bulkley-Nechako's Parks and Trails Master Plan for Electoral Areas B and E. It includes a clear vision that was based on two rounds of community engagement and a set of goals to achieve the vision which include working through partnerships and strengthening community capacity.

One example of outdoor recreation strategies being integrated into other community development plans is in Elkford, where the related policies and objectives are built into the Official Community Plan, Economic Development Strategy, and Community Tourism Plan.

Whatever approach you take, your community's planning efforts should link to and build off each other. This practice will help ensure that outdoor recreation is adequately resourced and prioritized in community decisions. During the pre-planning phase as you explore your community's outdoor recreation context, it is a good idea to identify plans that either currently relate to outdoor recreation, or could in the future.

Your community may also be curious about the potential of developing or updating an existing comprehensive land use management plan in conjunction with other land users and governments. In step with British Columbia's reconciliation commitments, the approach to this type of planning has changed. BC's modernized land use planning program is working in areas that have been prioritized in partnership with First Nations, but there are still ways other communities can make progress on landscape-level planning.

FEATURED RESOURCES

Community-Led Land Use Management and Planning is a resource developed to help BC communities understand best practices to build readiness for land use planning. It also includes a series of case studies, some of which relate to outdoor recreation.

The Trail Network Planning webinar from ORCBC provides practical advice on how to zoom out and plan for trails as part of a network. It also reviews why integrated plans can benefit your community.



CASE STUDY

United Riders of Cumberland

Empowering the Pioneers

Being the first executive director of the United Riders of Cumberland (UROC) was Dougal Browne's dream job, but there was one challenge that made him squirm.

"As a trail builder, it didn't feel right taking over management and maintenance of trails I didn't build," Browne says. "I was becoming responsible for other people's 'art', so to speak."

Before joining UROC Browne had single handedly built a trail network. He knew the emotional investment he felt for his trails, so as he worked to professionalize UROC's operations, he wanted to make sure Cumberland's trail builders felt included in the process.

"This is their network," Browne explains. "It was their hard work that has given us this wonderful asset and opportunity."

In other words, investing in trail builders is a key component of managing and maintaining a trail network, especially during the transition from unsanctioned trails to a sanctioned, destination trail network.

Browne says it took three things for him to formalize the trails into a managed asset and freeze out unsanctioned trail building. First, sanctioning all the existing, good quality, well maintained and well known trails. Second, creating a fair process for builders to apply for permission to create and evolve trails. And finally, developing a system for educating and welcoming any member that historically built unsanctioned trails into the legitimate building community.

This hints at a reality of Browne and UROC's responsibilities: he may be managing a trail network, but a big part of this evolution is managing relationships. It takes on many forms. Before doing any major changes or maintenance to existing trails he always shares the plans with the original builders. Every year he holds a builders meeting to plan new projects that fit with the network's strategic trails plan and any scheduled forestry operations. He plays matchmaker between newbies and experienced builders. And throughout he's publicly validating all their hard work.

The efforts have paid off: there's almost no rogue building in Cumberland.

"We've given the builders a clear opportunity to exist, be seen, be heard, and recognized for their good work," Browne says. "Having process and rationale is paramount for organizations like ours."

Pkg pg #63

FEATURED RESOURCE

Avoiding the Amenity Trap from Headwaters Economics provides ideas on how outdoor recreation communities can avoid being loved to death by planning for rapid growth in the areas of housing, infrastructure/public services, fiscal policy and natural disasters.

DEFINING GOALS AND ACTIONS

Goals are the broad themes and intentions that will help your community move toward its vision. Actions are the specific steps that are needed to achieve the goals. Plans should be developed logically so that all actions clearly serve the vision and the overarching purpose. Goals and actions should also consider the priority strengths and gaps you identified while getting to know your community's context. Use Worksheet 3 to sketch out plan elements that flow logically.

MANAGING CHANGE AND OVERUSE

Outdoor recreation has negative impacts. When there are more users on a land base, there will be effects on environmental values like wildlife habitat or cultural values like sacred Indigenous sites[16]. When there is an increase in visitation to the community, there will be effects on community infrastructure, housing, and ways of life. Recognizing and minimizing these impacts is important to maintain community support, preserve environmental integrity, and ensure a quality experience for recreationists.

At the planning stage, you can address this by engaging your community, First Nations, partners, and environmental experts on their values. Some might also share how much change they are willing to accept. This information can help you set actions that preserve prioritized values, as well as helping ensure you follow requirements. You can also determine indicators that will help signal when you need to take additional steps to manage negative impacts. See the Measuring Progress and Making Incremental Improvements section for more information on how to monitor impacts.

If your community finds itself in the position of having been too successful at drawing in users, your vision, goals, and actions should consider how to address associated negative impacts of overuse. You might either introduce measures to manage overuse or adopt policies or practices that improve your community's ability to absorb higher levels of visitation. See the Developing Supporting Infrastructure and Services section for a few places to start.



CASE STUDY

Sea to Sky Visitor Use Management

Looking back to see the path forward

People have always been attracted to Háwint, also known as Tenquille Lake. For generations the Lil'wat and N'Quatqua people relied on the area for hunting and harvesting. When settlers came to the nearby Pemberton Valley they came to hike, fish and ski. And they kept coming.

Population growth and better access increased the popularity of the area until recently visitation exceeded the area's capacity with all the issues that creates: human waste, braided trails, sprawling campgrounds, crowds of people, human-wildlife conflicts and damage to sensitive ecosystems. Similar things were happening throughout the Sea to Sky region. In response the provincial government engaged local First Nations, as well as local governments, recreational interests and the public, in a series of land use planning process focused on managing visitor use.

In the Háwint area the Ministry of Forests, Lil'wat Nation, N'Quatqua and community groups like the Pemberton Wildlife Association (PWA) developed the Tenquille Lake Visitor Use Management strategy. It included a long list of action items including restricting some types of recreation, better signage with First Nation place names, trail maintenance, campground improvements and the initiation of a campground operator and First Nations stewards.

The goal is to guide future activity to protect the Nations' cultural resources and opportunities, wildlife habitat and sensitive species. But it's also to recognize that places like Háwint are shared spaces and need to be treated with more respect.

"I think just sharing the knowledge that our people were there initially and understanding that history of how it was taken away and knowing that going in there is probably the biggest thing for us," said Lil'wat Chief Dean Nelson.

FEATURED RESOURCE

The Yellowstone to Yukon Conservation Initiative's Recreation Ecology project explores methods to monitor the environmental impact of recreation. Y2Y can also serve as a resource for wildlife information or as a link to local biologists

Protecting the Environment

One of the primary reasons people enjoy outdoor recreation is the inspiration and happiness they draw from nature. Recreation has an impact. If this impact is not carefully managed, it can degrade the natural environment we love so much and negate the long-term benefits a community might experience from outdoor recreation. Some of the environmental issues that have been linked to recreation include[12]:

- Garbage and human waste not being disposed of properly
- Fish and wildlife displacement or disturbance
- Destruction or degradation of habitat, dens, and food sources
- Disruption of wildlife corridors and migration routes
- Erosion of trails and resource roads
- Introduction of invasive species
- Wildfire ignition

Instead of trying to simply minimize negative impacts, your community can aspire to nature positive outdoor recreation. Nature positive initiatives seek to restore and enhance the environment through human activity and support the global goal to reverse biodiversity loss by 2030[17].

Review some of the resources in the Developing and Maintaining Experiences and Assets section for a summary of environmental regulations that could influence your work.

GETTING TO KNOW THE LOCAL ENVIRONMENT

Take the time to understand wildlife, wildlife needs, and ecosystems in the lands that surround your community. There are some public data sources available for these themes (see the T.E.S.T. Tool linked below) and it is best practice to hire a registered professional biologist to perform an environmental review as part of your planning process. It is also likely that community members hold wisdom that can be helpful. Indigenous peoples, biologists, hunters/fishers, avid outdoor recreationists, and others who spend time on the land may be able to offer advice on areas that are frequented by wildlife or host sensitive features (you may have gathered this advice while doing the asset mapping exercise described in the Understanding your Context section). There may be places that are simply too sensitive to sustain recreation.

Environmental studies can also establish baselines that you can compare future conditions to. This allows you to monitor environmental impact over time and determine whether your efforts to avoid damage have been successful. Some of the priorities for monitoring are wildlife encounters, the spread of invasive species, and occurrence of rare and endangered species.

REDUCING IMPACTS

Some of the strategies you can use to avoid or reduce negative impacts include[18]:

- Build or relocate recreational features to areas that have low habitat value, especially for features that will see repetitive or high use
- Define intended uses and restricted activity types (e.g., permitted seasons, motorized vs. non-motorized, dogs)
- Design for low trail speeds to reduce the potential for surprise wildlife encounters
- Provide the infrastructure needed to manage waste and invasive species (bear-resistant garbage cans, outhouses, boat wash stations)
- For sites that intersect with high-value habitat, design to limit visitor volumes (e.g., smaller parking lots, fewer amenities)
- Implement seasonal or temporal (e.g., dusk/dawn) closures
- Require permits or passes to reduce visitor volume
- Remove invasive species
- Avoid stream crossings or construct clear-span bridges
- Remove firepits

These are described in detail in the resources linked below.

FEATURED RESOURCES

The Trail Environmental Screening Tool (T.E.S.T.) developed by the Shuswap Trail Alliance provides straightforward guidance and step-by-step instructions for how to collect early-stage information about environmental values that could be affected by outdoor recreation. It also includes information on how to monitor for impacts along with actions that can correct impacts where they occur.

ORCBC's Trail Development Guidelines to Minimize Disturbance to and Conflict with Large Carnivores provides a comprehensive set of strategies you can use to avoid conflict with wildlife through the planning, design, and operational phases of outdoor recreation development.



CASE STUDY

Central Selkirk Snowmobile Management Area

An eye in the sky keeps snowmobilers and caribou happy

The same mountain environment that attracts snowmobilers to Trout Lake is also vital habitat to threatened southern mountain caribou. Populations are declining across the sensitive ungulate's range due to habitat loss and fragmentation, climate change, predation, and disturbance by recreation, including snowmobiling. In the mountains around Trout Lake, a census by provincial biologists in 2019 showed the local Central Selkirk herd had shrunk 87 percent since 1997, from 222 animals to less than 30. Similar declines elsewhere prompted the provincial government to close vast areas to snowmobiling.

For businesses in Trout Lake "a complete closure would have been devastating," says Brian Prochnavy, the owner of the Windsor Hotel.

Recognizing the potential impact, in 2019 the provincial government worked with two local snowmobile clubs and other user groups to develop the Central Selkirk Snowmobile Management Plan.

A first-of-its-kind, the program relies on GPS collars provincial biologists placed on nine members of the caribou herd in 2017. Provincial biologists divided the herd's range into 60 zones corresponding to creek drainages. Every night throughout the winter an autonomous program pings the GPS collars. An algorithm then opens and closes zones to maintain a two kilometre buffer between the animals and snowmobilers. Before heading out each morning the snowmobilers access an online map to see where they can ride.

"This project allows us to be more adaptive and is viewed as very successful" says Donegal Wilson, the former executive Director of the BC Snowmobile Federation. "There's little non-compliance from snowmobilers."

The same pilot system is now in place in two areas in the Peace River region of the northern Rockies.

FEATURED RESOURCES

ORCBC's Responsible Recreation page links to other campaigns and resources that provide educational material for recreationists.

ORCBC's Stewardship Inspiration Guide includes examples and lessons learned from outdoor recreation groups taking part in stewardship activities across BC.

EDUCATING USERS

Communities will not be able to design or restrict their way out of every environmental impact. They will also face the challenge that recreation users may not see or understand the impacts they make as individuals or cumulatively. Recreationists share the responsibility to avoid negative interactions with the environment and reduce the strain on community resources (e.g., by avoiding the need for a rescue). Local governments and recreation groups can help educate users before they visit (e.g., social media campaigns, newsletters), or while on-site (e.g., signage, handouts, ranger programs). When you require fees or memberships, you introduce an opportunity for education if you require that customers review guidelines or sign a code of conduct as part of the purchase process. Some existing educational materials designed for the public include:

- PlayCleanGo: An invasive species resource designed for outdoor recreationists
- Leave No Trace: A pledge for recreationists to adopt the seven principles of responsible outdoor recreation
- WildSafe Rangers: Youth-oriented educational materials on human-wildlife conflict



- Camper's Code: A pledge for responsible camping in British Columbia

RECREATION AS STEWARDSHIP

Stewardship activities bring the potential to transform outdoor recreation into something regenerative or nature positive. They provide an opportunity for groups to give back and help take care of the natural environment that offers so much. Stewardship activities can seem daunting because they are another task for a capacity-strapped organization to organize, but

there is a wide range of ways to participate—it doesn't have to be complex. Partnering with organizations who already steward natural resources can be an easy way for your community to connect this good work with outdoor recreation. Potential partners include:

- Local nonprofit stewardship groups like the Nechako Environment & Watershed Stewardship Society
- Invasive species councils like the Boundary Invasive Species Society
- "Friends" groups like the Friends of Kalamalka Lake
- Provincial organizations like the BC Wildlife Federation



MITIGATING CLIMATE CHANGE

Outdoor recreation contributes to climate change through fuel consumption and land use changes, but it can also help enable nature-based solutions to climate change. All facets of society have a responsibility to take climate action, and outdoor recreation is no different. Some of the ways your community can mitigate climate change through outdoor recreation include:

- Reduce greenhouse gas emissions:
- Focus on assets and experiences that are human-powered or electric
- Build facilities that are close to where people live
- Facilitate mass transportation to recreation areas
- Give people a reason to vacation close to home
- Market to locals and those who live nearby
- Foster nature-based solutions to climate change:
- Advocate for the protection of natural areas
- Preserve functioning ecosystems that serve as green infrastructure (e.g., healthy watersheds)
- Minimize negative impacts to enhance the resilience of natural systems

While it is important to reduce emissions, it is also critical to adapt recreation to a changing climate. See the Designing for Sustainability and Resilience section for more information.

Developing and Maintaining Experiences and Assets

You've done your homework so you know what your community needs, who you are developing outdoor recreation for, and how you can avoid harming the surrounding environment. You've built relationships so you have the support of residents, rights-holders, and land managers. With these critical pieces of the puzzle in place, you can turn your efforts to developing and maintaining the assets and experiences that align with your community's vision and goals.

This section reviews some of the considerations for developments that are lawful and designed to meet some of the challenges currently facing outdoor recreation in BC.

New programs and assets are exciting but before you begin, ask yourself whether something new is required or if it makes more sense to focus on improving what already exists. Remember that every new asset needs to be maintained, which takes people, time, and money.

OVERVIEW OF LAND USE AND ACCESS REQUIREMENTS

Key policies and management frameworks for outdoor recreation in BC are summarized in this section; however, this is not an exhaustive list and this is a changing landscape. Review the "Featured Resources" below for more detail on applicable legislation and policies.

- The use of Crown land, including recreation, is governed by the Land Act.
  - Public, non-commercial recreational access to unmanaged or unoccupied public (Crown) land is generally allowed for recreational activities such as hiking, camping, fishing, and off-road vehicle use unless explicitly restricted by legislation or regulations
  - Operators providing compensated recreational services on Crown land (including land covered by water) must obtain a tenure under the Land Act.
- Designated recreation trails and sites
  - Managed under the Ministry of Environment and Parks, Recreation Sites and Trails BC (RSTBC) oversees designated recreation sites and trails on Crown land.
  - Under Section 57 of the Forest and Range Practices Act, authorization is required to construct, rehabilitate, or maintain trails or recreation facilities on Crown land. RSTBC is responsible for granting these authorizations.
  - Certain trails are designated for specific activities, such as hiking, mountain biking, or motorized recreation
  - According to Section 16 of the Forest Recreation Regulation, other uses of Crown land may require authorization from RSTBC, including sporting events, business use or industrial use (this includes filming movies and promotional videos[19]). Authorization is

not required to use a recreation site or trail for small public gatherings of less than 15 people, or for basic recreational day use such as hiking, or overnight camping.

- Provincial parks
  - BC Parks, under the Ministry of Environment and Parks, is responsible for the management of provincial parks, protected areas, ecological reserves, and conservancies. The Park Act provides for the establishment, classification, and management of parks, conservancies, and recreation areas.
- Private lands
  - The Trespass Act prohibits unauthorized access to private land. Permission is required for entry and is best confirmed through a negotiated access agreement (see the Formalized Partnerships section for a sample). Most Crown land remains accessible for recreational purposes unless leased, licensed, or otherwise restricted.
  - Properties that are part of the Agricultural Land Reserve are subject to the Agricultural Land Reserve Use Regulation. Passive recreation is generally permitted under certain conditions.
- Local policy and regulations
  - There may be additional requirements to consider that are specific to your local (municipal or regional district) or Indigenous government.

Authorizations take time to secure, and your community should plan accordingly. There are many examples of communities who waited multiple years for approval to construct a new recreation facility. This process will be smoother if your project is well-planned and the necessary relationships are in place.

FEATURED RESOURCES

The Shuswap Trail Alliance has developed a summary of legislation and guidelines that are relevant to trail development in BC. The document is a few years out of date but still offers a helpful starting point.

The Recreation Site and Trails BC website includes information about the program and the legislative framework for development of recreation areas.

ORCBC has developed a guide to Best Practices for Developing Public Trails on Private Land.

"The cost of maintaining it go on forever. And I've seen a lot of user groups disappear once their project is completed."

Steve Fairbairn, Elkford

PLANNING FOR MAINTENANCE

Often, communities and recreation groups focus on developing a new asset without making adequate plans for long-term maintenance. Maintenance requires time, people power, and money, and this should be accounted for in your development plans. It is generally more difficult to find funding to maintain assets than to construct new ones. Assets that are poorly maintained can frustrate users, pose safety issues, impact the environment, and damage the reputation of the community. Some communities have found success in encouraging the groups that benefit from construction of a new recreational asset (e.g., recreationists, outdoor recreation businesses, tourism businesses) to commit to participating in, or funding, long-term maintenance

DEVELOPING SUPPORTING INFRASTRUCTURE AND SERVICES

Recreation assets will be more valuable if they are supported by the infrastructure and services needed to help recreationists find and enjoy the experience. These supporting services might also help you retain some of the benefits of outdoor recreation (e.g., visitor spending) within your community. Depending on what you are developing, and who for, consider the following:

- Signage (wayfinding and educational)
- Parking
- Washrooms
- Public transportation/shuttles
- Accommodation (camping and/or roofed accommodation)
- Retail services (bike/ski shops, etc.)
- Food services
- Repair/rental services
- Lockable storage

FEATURED RESOURCES

The Resident Retention and Attraction Guidebook for Rural British Columbia includes more information on how to assess your level of readiness to grow your population and what infrastructure/service needs should be considered.

If your community's vision includes attracting visitors, the Development section of the Trail Towns Guide includes information on the types of community infrastructure that visitors want.

- Charging stations (e-bike, EV)
- Bike/boat wash stations

Signage is a particularly important support for outdoor recreation and is vital not only to helping people find their way, but also for promoting safety and accessibility, managing liability, and setting expectations for the user experience. Good signage can be costly, but should include at least the name of the asset, important statistics (length, direction, etc.), designation/rating, liability language, and emergency contacts.

If your community's vision involves attracting new residents or visitors through outdoor recreation, consider first whether critical community infrastructure and services (housing, schools, roads, water systems, etc.) are ready to absorb a higher number of users.

DESIGNING FOR ACCESSIBILITY

The outdoors are for everyone. Not every asset or experience can or should be equally accessible, but your community's approach to outdoor recreation development should consider how you will accommodate the full range of user groups and abilities across the array of assets or programs. Experiences that span the accessibility spectrum are needed to ensure the benefits of outdoor recreation are available to recreationists with diverse skill levels, with various abilities, and from different cultural and economic backgrounds.

Accessible development requires thinking through new lenses for everything from trail design to signage to outhouses and beyond. One tangible way to develop these lenses is by taking GBA+ training or other relevant training for promoting equity, diversity, and inclusion in outdoor recreation in BC. It is also important to bring in active voices from people in equity deserving groups. The accessibility committee your local government introduced under the Accessible BC Act may be a valuable resource.

There are currently no established guidelines for accessible outdoor recreation in BC, but an Outdoor Spaces Standard is in development at the federal level. For the time being, US organizations have published resources that are seen as the "go to" in this field (see the Featured Resources section below).

FEATURED RESOURCES

The US Forest Service's Accessibility Guidebook for Outdoor Recreation and Trails provides a wealth of technical guidance to help design accessible trails and other outdoor recreation.

Outdoors for All, a resource from ORCBC, provides a series of inspirational case studies describing how communities have developed welcoming outdoor recreation spaces and experiences.

The Willamette Partnership has published an Accessibility Toolkit which helps managers of outdoor recreation experiences understand disabilities and design accessible experiences.

"A lot of those questions that we were supposed to look at at the start? They're coming up now. The housing needs, the infrastructure, the not having enough amenities... All those things are coming up now, because 15 years ago, nobody thought about them."

Alex Blair, United Riders of Cumberland

Enhancing accessibility often includes making exceptions to allow for usage of adaptive equipment and service animals in areas that otherwise prohibit animals or mechanized/motorized equipment. Local governments and recreation groups should be prepared to answer questions from the community about the conditions under which these types of aids are permitted at recreation areas, as there have been instances when these types of exceptions are exploited for purposes that don't align with their intent. The US Forest Service offers two questions to help guide decisions around equipment[20]:

Is the device solely designed for use by a mobility-impaired person?

Is the device suitable for use in an indoor environment?

DESIGNING FOR SUSTAINABILITY AND RESILIENCE

Given the amount of effort required to bring an outdoor recreation vision to life, it makes sense to design experiences and assets that are durable and resilient to change. Consider how influences like visitation levels, user preferences, climate change, and other potential shifts may affect outdoor recreation in your community, and whether there are opportunities to build adaptability into your plans.

One way to do this is to design assets for multiple compatible uses[21]. This allows for evolution in user preferences while also clustering activities in one area, which helps minimize potential negative impacts on the land base. Effective communication and education for users of the asset can help minimize potential conflict. You can also think beyond outdoor recreation when developing new services or infrastructure. Is there some other community priority that can benefit from an outdoor recreation project?

Another critical consideration related to resilience is climate change. Changing temperature and precipitation patterns, more extreme weather, and related issues like flooding and wildfire affect outdoor recreation in multiple ways. There may be physical threats to your recreation infrastructure and users, an interruption in business activity, or a drop

in levels of visitation (e.g., in instances of low snowpack or smoky skies).

You can address this challenge by building outdoor recreation infrastructure that is resilient to climate change-related threats, but also consider what you can offer in terms of experiences that are weather-independent. For example, if water levels are too low for boating, is there another activity that would keep a visitor engaged? Perhaps there are cultural experience in your community that can be leveraged to improve the resilience of outdoor recreation-related tourism.

The US-based Outdoor Recreation Roundtable's Rural Development Toolkit offers a few suggestions for opportunities to improve the climate resilience of outdoor recreation:

- Include outdoor recreation considerations in your community's disaster preparedness plans
- Consider severe weather and climate threats in the design of your infrastructure (e.g., buildings that follow Fire Smart standards, trails that do not erode under extreme rainfall)
- Do not build in areas that are susceptible to flooding or wildfire
- Educate businesses about climate risks and help them develop continuity plans
- Create business support services to help with recovery from disasters

"[Our community is] focused on the concept of 'at least three.' As in, if we develop some piece of infrastructure or take part in some project on the pathway to recreation opportunities, what other activities and recreational or cultural interests can also be served with the same project or relationship? How can we get at least three under one umbrella?"

Frank Peebles, Burns Lake

FEATURED RESOURCES

PreparedBC's Guide for Tourism Operators covers how to know the risks faced by a business and how to prepare for disasters that could interrupt business operations.

The US Department of Transportation's Trails as Resilient Infrastructure guide discusses how trails are part of a resilient transportation network and design considerations for trails that can withstand extreme climate change events.

Climate.Park.Change is a US resource designed for park and recreation professionals to help them identify strategies to address common climate change scenarios.

SUPPORTING BUSINESS DEVELOPMENT

Businesses are important outdoor recreation assets, serving residents and visitors, as well as consumers and clients that are further away. Outdoor recreation businesses include those we often think about, like retail (e.g., ski shops) and experiential (e.g., guiding) businesses. But the outdoor recreation business ecosystem extends beyond tourism and recreation, including the design and manufacturing of outdoor recreation related goods, film, media, and more. It also includes businesses from related sectors like hospitality and construction. These opportunities for growing, supporting, and scaling up entrepreneurship and business development in your community should not be overlooked.

Your community may identify business development through outdoor recreation as a priority. What this looks like in practice will depend on your starting point. Make sure you connect with key people who already work closely with businesses – like the local Chamber of Commerce, Community Futures, and other economic development professionals, as well as identifying any economic development strategies that may exist – like a business retention and expansion program or workforce development program.

If you are uncertain what outdoor recreation businesses exist in your community, a good place to start could be to create an inventory. Keep in mind that not all businesses have storefronts, so don't forget to look for virtual and home-based businesses. Once you know what businesses exist, conducting a business needs assessment (see the Understanding your Context section) can be a good way to understand the challenges local businesses are facing (e.g., workforce challenges), what could help then grow, opportunities for cross business collaboration, and where there are gaps that could be filled through business attraction activities. Wherever possible, support local ownership of outdoor recreation businesses. This helps retain the benefits of recreation-related spending within the local economy.

Design and manufacturing of outdoor recreation goods and apparel can be overlooked when thinking of local business. But we are

seeing more of these businesses starting up across rural BC, often tied to the unique, place based outdoor recreation opportunities that exist in different places (e.g., small scale ski or bike manufacturers in communities known for their skiing or biking). Outdoor recreation industry groups like the Sea to Sky Outdoor Adventure Recreation Enterprise (SOARE) (see case study here) and the Kootenay Outdoor Recreation Enterprise (KORE) (see case study below), demonstrate the potential that exists, from businesses that serve residents to gear demonstration days to international events.

Make sure you include local businesses – outdoor recreation related and others – in the planning and development of your community's outdoor recreation vision. Local businesses can provide support, sponsorship for projects, and access to provincial and federal economic development funding. In turn, they benefit from increased customers.





CASE STUDY

Kootenay Outdoor Recreation Enterprise (KORE)

Asset development starts at the KORE

When designing outdoor gear, location is key, says Al Eagleton, the founder of Instinct Skis. He does his research and design at Red Mountain Resort, the ski hill 10 minutes from his workshop.

"I can get something in my head, prototype it, immediately take it to the hill," he says. "That's huge for us."

But while his Kootenay location is essential for developing his high-end skis, its remoteness limits his talent pool, adds shipping time and expense and there is no community to turn to for advice.

That's beginning to change thanks to the Kootenay Outdoor Recreation Enterprise (KORE). Founded in 2019, the idea of the cooperative is to bring creators and makers together to develop supports, synergies and connections to nurture a thriving outdoor oriented manufacturing industry.

"The craft gear makers already do so much good in the communities," says Matt Mosteller, one of the founders and a member of the board. "We thought if we support them, they will support and build our communities. The impact will be far more than gear making."

There are now more than 70 makers in the collective. They tend to be good at the product side, but often struggle with other parts of the business. To assist, KORE hosts educational seminars, an annual networking conference and is developing a collaborative marketing campaign called Kootenay Approved.

KORE's mere presence might be its biggest benefit, says Eagleton. "More than anything, it's just great to have someone in your corner."

Getting the Word Out

You've developed outdoor recreation experiences, assets, and programs with the intention that they be used. How do you get the word out to your target users?

Marketing is an art and science that is most effective with good research about the target market. It is also a well-developed industry. For communities that have access to sufficient funding, this is a good time to bring in external expertise.

Consider the carrying capacity of your community, available services and infrastructure, and local recreation offerings in your marketing campaigns. Use these campaigns to direct recreationists to areas that can absorb more visitors or, if your community is struggling to keep pace with visitation, consider pausing marketing until you have a visitor use management strategy in place.

"My only advice to communities is to focus on one thing in particular that can set you apart from other places. Don't use cliches like 'the friendliest people', because the truth is, everywhere has friendly people. You need to focus in on the one thing that makes you unique."

Wayne Robinson, Nakusp

MARKETING TO RESIDENTS VS. VISITORS

The audience for your marketing campaign is the same as the target audience for your community's overall outdoor recreation development program. If your community is supportive of using outdoor recreation to grow a visitor economy, then your marketing can be targeted to areas and groups where those visitors are likely to be. If your community views outdoor recreation as a driver of health and quality of life for residents, then your marketing should be focused locally.

DIFFERENTIATION AND BRAND CREATION

Branding is about creating a consistent voice and having a say in how outdoor recreation is perceived in your community and by visitors. Brands are most effective when outdoor recreation organizations and businesses from across the community can get behind it. For this reason, it's important that the brand reflects the vision that your community worked collaboratively to define (see the Defining a Vision, Goals, and Actions section for more).

FEATURED RESOURCES

The Rural Development Toolkit includes a section on how to Create a Brand, which includes case studies that demonstrate how a well-chosen brand can support achievement of a community vision.

The Marketing Section in the Trail Town Guide includes more detail on the below marketing strategies.

MARKETING STRATEGIES

These are some of the tools you can use to get the word out.

- Rack cards or brochures: You can either piggyback on printed materials already in circulation in your community or create your own. Consider including a brief description of your offering, an enticing photo, a map, and a contact or website where people can get more information. Distribution options include trailheads, visitor centres, accommodation providers, outdoor recreation businesses, and other local attractions (e.g., museums).
- Website: An easy-to-find (search engine optimized), easy-to-navigate, and regularly updated site is a critical means of sharing information with your target market.
- Social media: Social media can be time consuming to use to its fullest potential, but it is a very powerful tool for sharing updates with your user group and facilitating two-way conversations. The specific platform you use will depend on your target market.
- Online listings: Aggregator sites like AllTrails, TripAdvisor, and Open Street Map can put your community or experience on the map.



- Influencers: Having or inviting established outdoor recreation influencers in your community can help spread the word, especially if you're looking to attract visitors from outside the community.
- Media: Media releases and radio interviews can be especially helpful for reaching local populations.
- Events: These can be small (e.g., a grand opening celebration) or very large (e.g., a regional festival).



CASE STUDY

Ride Island

Stories bring visitors

Vancouver Island is Ride Island. Just about every community has its own mountain bike trail network and, while it's never far between them, each one has a unique character.

"Mountain bikers visiting Vancouver Island really have unlimited opportunities to ride a bike as much as they want," says Martin Littlejohn, the executive director of the Western Canada Mountain Bike Tourism Association (WCMBTA), a marketing organization that represents B.C. mountain bike communities, resorts and tour operators.

Capturing that breadth, while also highlighting what differentiates each community, is the goal of the Ride Island campaign. Launched in 2018 and still running today, it's a collaborative advertising and content project funded by the members of the Vancouver Island Mountain Bike Tourism Consortium with matching funds from Destination BC. It is managed by WCMBTA using their consumer-facing Mountain Bike BC portal.

All the advertising and content feeds back to the Ride Island landing page, which leads on to pages for each partner community. It is full of information for planning a mountain bike trip, which in the Ride Island campaign is about road tripping around Vancouver Island.

"We try to create stories and blog posts that tell the story of the region," says Littlejohn. "And we dig a little a deeper into what makes the individual communities special."

For instance, one content project, Bike Minded People, focused on the local champions who created the mountain bike ecosystem in each community. Another explored the benefits mountain biking and trails bring to each community.

Measuring Progress and Making Incremental Improvements

Data gathering is important at multiple points in outdoor recreation development. It can help you understand needs before you launch into a new initiative (see the Understanding your Context section for more) and understand whether and why your efforts have been successful. This section focuses on the latter.

Quality data will help you make good decisions and support your messaging to funders and decision-makers. It can also help you understand the impact (positive or negative) of outdoor recreation on your community and the environment, allowing you to adjust activities where needed, or identify logical next steps.

Access to good information—especially defensible data on usage levels, economic impact, or environmental impact—is a recognized hurdle among outdoor recreation communities, particularly in rural places. Setting your community up to gather and make use of local-scale data will put you ahead of the pack when it comes to telling the story of outdoor recreation.



SCALABLE APPROACHES TO MONITORING

Monitoring can be simple or complex and you can scale it to match your community's capacity. Costs increase with the number of data points needed, longer periods of fieldwork, and more extensive community consultation.

Consider your return on investment of time and money. The efficiency of your monitoring program can be optimized by using existing data you already have access to or can get access to through developing agreements with other organizations (e.g., membership data, visitor centre records). A small amount of data, consistently collected, showing trends over time can be just as valuable – or more valuable – than a single point in time study.

Even for very small communities, there are times when an investment in high quality or detailed data (e.g., through equipment purchase or engagement of a research consultant) may be warranted. This might include when you need to determine if there is a case for a large grant application, or when you are planning to revisit your community's overall outdoor recreation strategy.

Review the research tools and approaches discussed in the Understanding your Context section for options spanning the range of high- to low-cost/effort. The research you completed before you launched your initiative can provide baseline data to use as a comparison in your monitoring program.



QUANTIFIABLE METRICS

You will want to choose a set of 'metrics' or 'indicators' that you can use to track performance and impact over time. Use Worksheet 4 to sketch out a basic set of indicators for your community. Good quantifiable metrics are:

- **Relevant:** They should reflect your community's outdoor recreation vision and goals or tell a story that needs to be told (e.g., a metric requested of a funding body).
- **Measurable:** They should be able to be measured consistently over time through a readily-available data source.
- **Sensitive:** They should be able to detect changes in the situation they are monitoring.
- **Simple:** Results should be easy to understand and facilitate effective communication.
- **Actionable:** You shouldn't waste time or money measuring issues you can't or won't do anything about.

Indicators, as the name suggests, indicate. On their own, they don't prove cause and effect, nor do they account for the influence of unrelated factors. But taken together, indicators can help you decide which areas of your operations need attention and follow up action.

FEATURED RESOURCES

The Government of British Columbia's Performance Measurement Toolkit for Local Economic Development gives more helpful information on how to choose and use metrics, especially those that relate to the economic impact of outdoor recreation.

Conducting and Using Visitor and Recreational User Research is a good overview of the research methods you can use to measure progress. This resource also includes a section on how to assess economic impact without hiring an economist.

Some sample metrics that are relevant to outdoor recreation include:

Theme	Potential Indicators
Relationships and support	• Number of formal partnerships and number of informal partnerships (can also track transition between) • Participation in volunteer initiatives (youth programs, trail building etc.) • Percent of community indicating support (through surveys etc.) • Attendance at community engagement events
Use/visitation	• Participation in programming (skills clinics, camps, etc.) • Traffic at outdoor recreation access points • Memberships in outdoor recreation organizations • Number of permits or passes issued
Environmental impact	• Incidence of invasive species • Incidence of human-wildlife conflict • Number of recreationists engaged through environmental education programs • Prevalence and impact of climate action measures (e.g., hectares of intact ecosystems preserved)
Economic impact	• Value invested in new infrastructure • Number of direct jobs created (e.g., people hired to work directly on project) • Number if indirect jobs (e.g., number of people working for outdoor recreation related non profits and businesses within the community) • Number of new businesses started or existing businesses expanded • Visitor expenditures on accommodation, gear, food, etc.
Social impact	• Community health indicators like incidence (reduction) of certain conditions • Participation in group outdoor recreation activities • Percent of facilities or experiences that are accessible and/or inclusive • Percent of residents satisfied with local quality of life
Financial sustainability of services and organizations	• Revenue collected for outdoor recreation (e.g., through user fees) • Value in reserve funds • Amount of paid vs. volunteer hours contributed

If your metrics rely on data that other organizations need to collect, ensure they are informed about this need and confirm their willingness to participate on an ongoing basis.



CASE STUDY

Fraser Valley Outdoor Recreation Economic Impact Report

Let data be your guide

The Fraser Valley Mountain Bikers Association has big dreams. Specifically, a 30 kilometre loop trail into the alpine above Hope that they think will make the area a draw for traveling riders. Sounds great, but with all the demands on politicians' time and public money is it worth it?

Local decision makers now have data to help them decide. In 2019 the Fraser Valley Regional District commissioned the Fraser Valley Outdoor Recreation Economic Impact Report to better understand outdoor recreation use and opportunities.

"You can't grow what you don't know," said Jason Lum, the board chair. "We know that our region has tremendous assets for outdoor recreation, but we need a comprehensive inventory and framework to grow this sector."

Throughout 2019, surveyors conducted 2,450 face-to-face interviews at 131 different recreation areas asking about recreation habits, demographics and spending. To the survey results they added other data from trail counters, recreation organizations and local government. They think it was the largest-ever recreation survey project.

The results suggest the region is a growing outdoor hub. In 2019 outdoor recreation generated $948 million in direct spending and created 10,262 jobs. Add indirect economic impacts and the number balloons to $1.5 billion. The analysis also broke down inputs of 25 actives, everything from walking to sky diving.

The report showed that mountain bikers made up a smaller percentage of outdoor recreation visitors than in other similar communities. Investing in new trails could present an economic opportunity, says Lum, especially with the sport's popularity and forecast population growth. With this data at hand, he says, they have a guide for where to put their money and energy in the future.

UNQUANTIFIABLE METRICS

Not everything can be accurately measured quantitatively (with numbers), and many community initiatives find that unquantifiable outcomes (qualitative or anecdotal) are some of the most important. Keeping track of lessons learned or intangible benefits (like improved community engagement or relationships) can help to substantiate the stories you tell with quantifiable data, and can also help explain trends in the data (e.g., a month long evacuation order that impacted visitor numbers that otherwise were increasing)[22].



ACTING ON RESULTS

Progress monitoring is an intentional process of taking stock. It will allow you to understand where you've made gains and where your activities have fallen short of objectives. Use results to adjust the short-term operational plans and budgets that guide your activities from year to year. For example, you may discover that the number of users at a new recreation area was lower than expected and determine based on the data that it is important to increase marketing. Or you might find that visitor satisfaction at one area is lower than the others and decide to explore why in order to direct volunteer hours toward improvements at that site.

It is also possible that, as a result of progress monitoring, you will come to realize that your goals and planned actions no longer accurately reflect what your community is trying to accomplish. This is a good time to revisit your community's outdoor recreation vision and the comprehensive plans that serve that vision. As shown in Figure 3, monitoring and adjustments are part of a continuous cycle that sees plans evolve over time as community priorities shift and an initiative matures.

You can also use monitoring results to celebrate successes and tell the story of your impact. This will help bolster support in your community, among partners, and with funders.

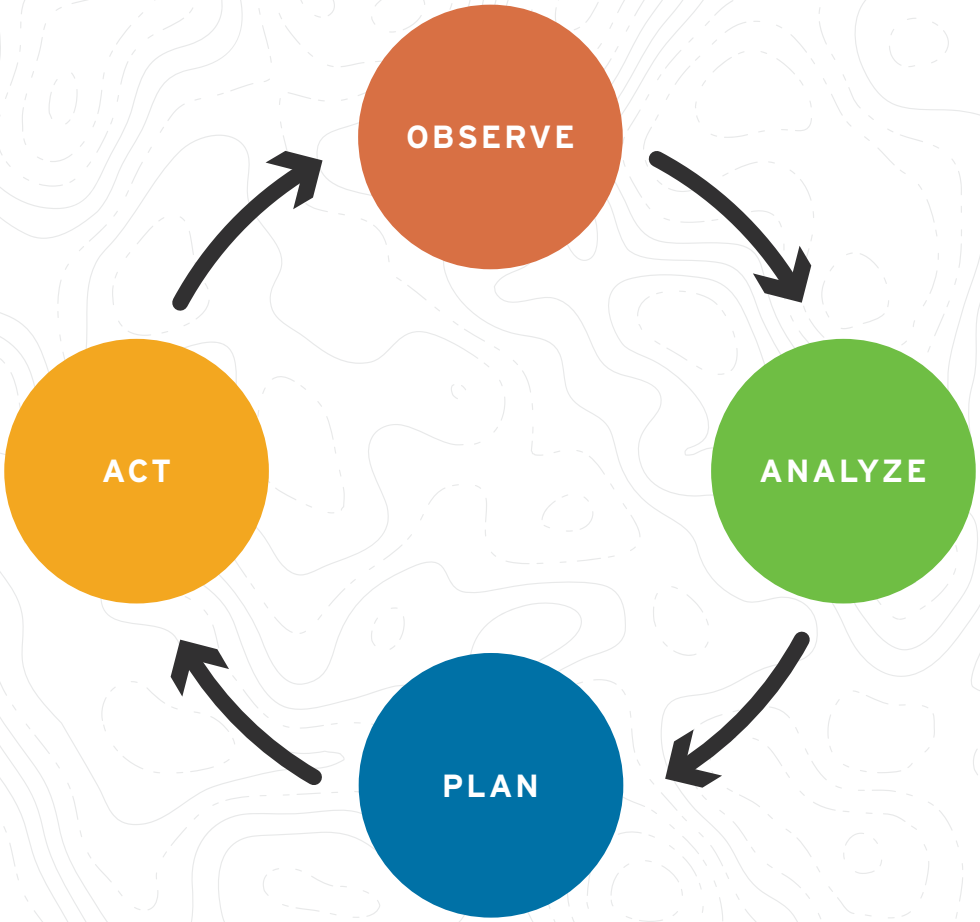


Figure 3: The planning cycle

Final Considerations

Outdoor recreation holds immense potential to strengthen the social, cultural, environmental, and economic fabric of rural communities across British Columbia. As this guide has illustrated, realizing that potential requires a thoughtful, place-based approach that reflects the values, needs, and capacities of each community.

While there is no one-size-fits-all model, successful outdoor recreation development shares common characteristics: collaboration across sectors, deep respect for the land and Indigenous rights and title, ongoing investment in capacity and leadership, and a commitment to sustainability. It is a journey that involves learning from past work, building trust, embracing complexity, and adapting to change.

This guide is intended to support communities at any stage of that journey. Whether you're just beginning to explore the role of outdoor recreation in your community's development or looking to refine and expand existing efforts, the tools, concepts, and case examples provided here can help you move forward with clarity and confidence.

We encourage readers to return to this resource often; revisit worksheets, reassess priorities, and reflect on the evolving needs and opportunities in your community. And most importantly, share what you learn with others. The work of outdoor recreation development is strengthened when communities learn from and support one another.

We would love to hear from you. If you have feedback on this guide; what was helpful, what could be improved, or what you would like to see included in future versions, please reach out to the Outdoor Recreation Council of BC (info@orcbc.ca). Your insights will help us ensure this resource continues to be relevant, practical, and responsive to the needs of rural communities across the province.

FEATURED RESOURCE

For a final piece of inspiration, watch the short film, "Dirt Magic: From Dying Mining Town to Mountain-Bike Mecca". It's not from BC but it does highlight many of the points from this guide: growing slowly and over time, the importance of a champion and committed core team, making mistakes and navigating conflict, stewardship, volunteerism, and the role of the local business sector in making the dream happen.

Appendix 1: Worksheets with Sample Content



Worksheet 1: Identifying Strengths, Gaps, and Priorities

This first part of this worksheet is a SWOT analysis. The second is a series of questions that can help you prioritize which results need action. Not all sections will be relevant to your initiative. Choose those that matter to your community's purpose and target audience. Go to Appendix 2 for a fillable version.

	Strengths	Weaknesses	Opportunities	Threats
Location	• Within a 1-hr drive of multiple good paddling and fishing lakes • Unique ecosystems • Remote (strength and weakness)	• Remote (strength and weaknesses)	• Airport expansion planned for next year	• Climate change increases wildfire risk • Multiple threats to fisheries (invasive species, disease, etc.)
Existing assets and facilities	• Established paddle route on 2 lakes • 4 nearby parks with ~30 km of hiking trails • Sustainable levels of use at most sites • Known audience of paddlers from across North America	• Few water-access campsites • Challenging lake access in some locations, especially for large watercraft • Few winter amenities • Key assets not formally protected • User groups for other activities unknown	• BC 30x30 goal and commitment to increasing Indigenous-led conservation	• Access to some sites is through private land
Existing relationships	• Strong relationships with Rod & Gun Club, Chamber of Commerce, Fishing lodges, Hiking club	• Stronger relationship needed with local First Nations • Relationship with regulator weakened since the last employee's retirement		
Community support	• Majority of community supports expansion and marketing of outdoor assets	• Portion of community that does not support expansion is vocal, unknown low large this portion is	• Align with resident retention and attraction initiative to recruit outdoor-minded residents	• Potential to see 'gatekeeping' of treasured local assets

Worksheet 1: Identifying Strengths, Gaps, and Priorities

	Strengths	Weaknesses	Opportunities	Threats
Supporting infrastructure	• Ample parking at most recreation sites	• Road access can be disrupted outside of summer season • No washrooms at most boat launches	• New funding opportunities for community infrastructure	• Significant growth could be problematic • infrastructure not appropriately sized
Supporting economy	• Good hospitality services	• No local outdoor/ boating supply store	• Align with downtown revitalization strategy to recruit supportive businesses	• One local hotel currently for sale • Businesses not resilient to major disruptions (pandemic, wildfire, etc.
Other factor				

Worksheet 1: Identifying Strengths, Gaps, and Priorities

Where to start?

Which of our strengths give us an advantage compared to other communities?

Unique ecosystems, lack of crowding, known target audience in paddlers

Which of our weaknesses need to be addressed for us to be successful?

Challenging access, unsupportive portion of community, weak relationships with key players

Which of the opportunities best match our community strengths?

Aligning with other community development initiatives, 30x30 goal for increased protected areas

Which of the external threats are the most likely to materialize for our community?

Ability of outdoor businesses to successfully weather major disruptions

What of the issues identified in the previous four questions can our community have the most influence on?

Access issues, relationships, alignment with other community-development initiatives

Worksheet 2: Players in the Local Rec-Scape

Use this worksheet to identify the parties that need to be involved in outdoor recreation development in your community. See Appendix 2 for a fillable version.

Organization	Relevant for Us?	Role	Contact
Outdoor group 1 Mountain bike association	Yes ☒ No ☐	Host bike festival	jane@bikegroup.com
Outdoor group 2	Yes ☐ No ☒		
Local planners	Yes ☒ No ☐	Approval for downtown portion	sam@city.com
Economic development 1 BC REO Staff	Yes ☒ No ☐	Support grant identification / development	jose@bc.com
Economic development 2	Yes ☐ No ☒		
Destination marketing/tourism	Yes ☒ No ☐	Assist with marketing	mike@tourism.com
First Nation 1	Yes ☐ No ☒		
First Nation 2	Yes ☐ No ☒		
Recreation Sites and Trails	Yes ☒ No ☐	Approval for trail portion	kim@rstbc.com
BC Parks	Yes ☐ No ☒		
BC Land and Resource	Yes ☐ No ☒		
BC Ministry of Transportation	Yes ☐ No ☒		

Worksheet 2: Players in the Local Rec-Scape

Organization	Relevant for Us?	Role	Contact
Agricultural Land Commission	Yes ☐ No ☒		
Federal Government Department	Yes ☐ No ☒		
Outdoor recreation business 1 Bike shop	Yes ☒ No ☐	Provide rentals/repair services	alex@bikeshop.com
Outdoor recreation business 2	Yes ☐ No ☒		
Environmental non-profit 1 Stewardship Society	Yes ☒ No ☐	Host stewardship event at festival	rowena@enviro.com
Environmental non-profit 2	Yes ☐ No ☒		
Resource industry 1	Yes ☐ No ☒		
Resource industry 2	Yes ☐ No ☒		
Private Landowner	Yes ☐ No ☒		
Educational institution	Yes ☐ No ☒		
Search and Rescue	Yes ☐ No ☒		
Other	Yes ☐ No ☒		

Worksheet 3: Linking Vision to Goals to Actions

Use this worksheet to visualize how the various elements of your outdoor recreation plan relate to each other and collectively serve your purpose.

Purpose:

Improve local quality of life to support resident retention and attraction

Vision:

A dynamic community where residents feel fulfillfed through active lifestyles and connection to nature

Priority strengths:

- Committed leader at outdoor recreation groups
- Plenty of worthwile experiences waiting to be developed

Priority gaps:

- Poor access to many areas, especially for people with limited mobility
- Relationships with First Nations and other land users

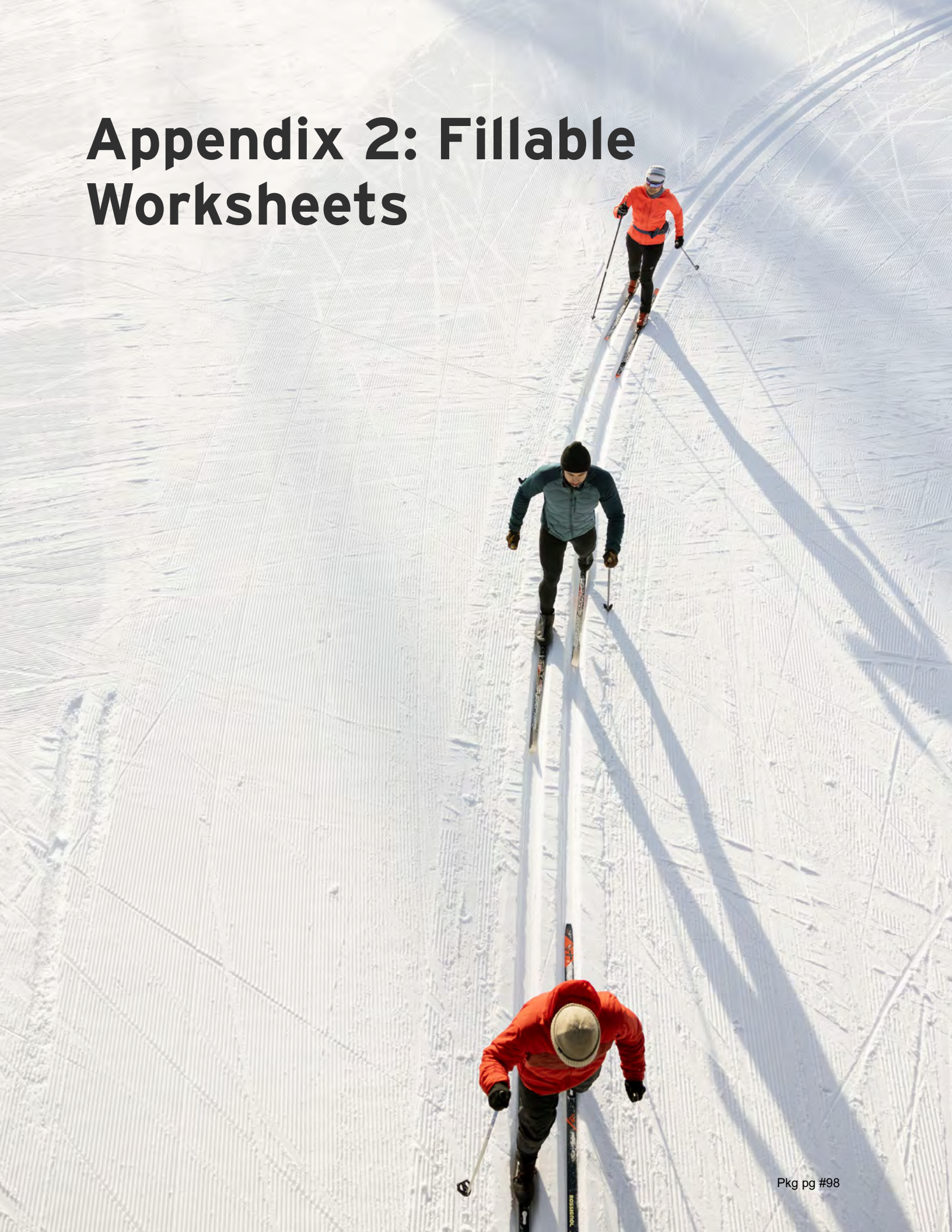
Goal 1:	Goal 2:	Goal 3:
Strengthen partner-ships to enable mutually beneficial outdoor recreation development	Improve access to undeveloped areas	Build local awareness of outdoor recreation opportunities
Action 1: Develop MOU with recreation groups to estab-lish priorities and outline roles	**Action 1:** Do study to identifiy sensitive environmen-tal areas to exclude from development	**Action 1:** Use exisiting resident commu-nication channels to share progress
Action 2: Continue to approach First Nations and forestry to understand their interests and priorities	**Action 2:** Work with partners to permit and construct a new accessible shoreline trail	**Action 2:** Develop an OR "buddy" program to introduce new users to local amenities

Worksheet 4: Metrics for Outdoor Recreation

Use this worksheet to choose metrics that are relevant and measurable for your community. The following worksheet will help you choose good metrics for your context. Go to Appendix 2 for a fillable version.

Information need	Metric	Data
Progress on Goal 1: Strengthen partnerships to enable mutually beneficial outdoor recreation development	Number of recreation groups that are signatories to Memorandum of Understanding	Administrative records
	Nature of relationships with identified priority partners	Qualitative evidence from core team
	Number of partner events or engagements attended by core team	Records from core team
Progress on Goal 2: Improved access to undeveloped areas	Number and nature of new assets constructed	Records from municipality and outdoor recreation groups
	Number of visitors to newly-developed areas	Records from municipality and outdoor recreation groups
	Satisfaction with access at newly-developed areas	Parking lot traffic counter, Strava data
Funder metric: Jobs created	Number of direct full-time, part-time, and temporary outdoor recreation positions funded	Feedback forms
	New business starts in commercial recreation sector	Municipal HR and contracting records
		Business license databaseLocal business walk results

Appendix 2: Fillable Worksheets



Worksheet 1: Identifying Strengths, Gaps, and Priorities

This first part of this worksheet is a SWOT analysis. The second is a series of questions that can help you prioritize which results need action. Not all sections will be relevant to your initiative. Choose those that matter to your community's purpose and target audience.

	Strengths	Weaknesses	Opportunities	Threats
Location				
Existing assets and facilities				
Existing relationships				
Community support				
Supporting infrastructure				
Supporting economy				
Other factor				

Worksheet 1: Identifying Strengths, Gaps, and Priorities

Where to start?

Which of our strengths give us an advantage compared to other communities?

Which of our weaknesses need to be addressed for us to be successful?

Which of the opportunities best match our community strengths?

Which of the external threats are the most likely to materialize for our community?

What of the issues identified in the previous four questions can our community have the most influence on?

Worksheet 2: Players in the Local Rec-Scape

Use this worksheet to identify the parties that need to be involved in outdoor recreation development in your community.

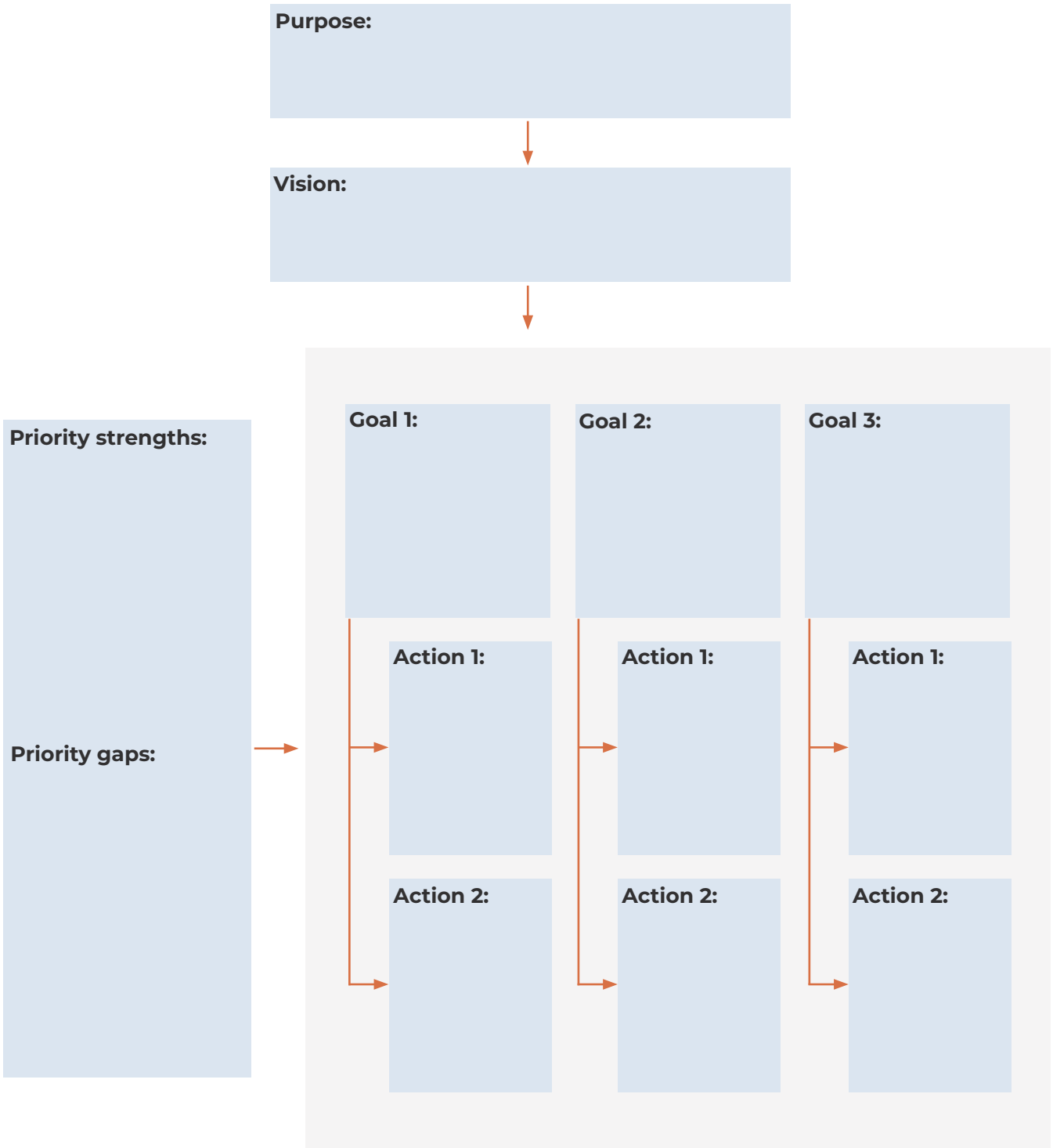
Organization	Relevant for Us?	Role	Contact
Outdoor group 1	Yes ☐ No ☐		
Outdoor group 2	Yes ☐ No ☐		
Local planners	Yes ☐ No ☐		
Economic development 1	Yes ☐ No ☐		
Economic development 2	Yes ☐ No ☐		
Destination marketing/tourism	Yes ☐ No ☐		
First Nation 1	Yes ☐ No ☐		
First Nation 2	Yes ☐ No ☐		
Recreation Sites and Trails	Yes ☐ No ☐		
BC Parks	Yes ☐ No ☐		
BC Land and Resource	Yes ☐ No ☐		
BC Ministry of Transportation	Yes ☐ No ☐		

Worksheet 2: Players in the Local Rec-Scape

Organization	Relevant for Us?	Role	Contact
Agricultural Land Commission	Yes ☐ No ☐		
Federal Government Department	Yes ☐ No ☐		
Outdoor recreation business 1	Yes ☐ No ☐		
Outdoor recreation business 2	Yes ☐ No ☐		
Environmental non-profit 1	Yes ☐ No ☐		
Environmental non-profit 2	Yes ☐ No ☐		
Resource industry 1	Yes ☐ No ☐		
Resource industry 2	Yes ☐ No ☐		
Private Landowner	Yes ☐ No ☐		
Educational institution	Yes ☐ No ☐		
Search and Rescue	Yes ☐ No ☐		
Other	Yes ☐ No ☐		

Worksheet 3: Linking Vision to Goals to Actions

Use this worksheet to visualize how the various elements of your outdoor recreation plan relate to each other and collectively serve your purpose.



Worksheet 4: Metrics for Outdoor Recreation

Use this worksheet to choose metrics that are relevant and measurable for your community. The following worksheet will help you choose good metrics for your context.

Information need	Metric	Data

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Photo Credits

We gratefully acknowledge the incredible photographers and organizations whose images appear in this guide. Thank you for helping us show the vibrant outdoor recreation community in BC.

Cover photo – Northern BC Tourism/Abby Cooper

Page 2 – Four Wheel Drive Association of BC (vehicle). Revelstoke Nordic Ski Club/Jeff Wilson (ski). BC Marine Trails (camping).

Page 8 – Tourism Ucluelet/Tyler Cave

Page 9 – Gabriola Land and Trails Trust

Page 13 – Kai Jacobson

Page 15 – Carla Ahern/Kootenay-Columbia Discovery Centre Society (canoe). Catherine Bodroghy/ Elk Valley Adventure and Dirt Riders Society (dirt bikes).

Page 16 – Matt Kuhn/BC Snowmobile Federation

Page 23 – Kamloops Bike Riders Association

Page 24 – Jesaja Class

Page 25 – Penny Deck/Fraser Valley Mountain Bikers Association

Page 29 – Doug Williamson

Page 31 – Sea to Sky Outdoor Adventure Recreation Enterprise

Page 34 – Indigenous Women Outdoors

Page 35 – Robin Munshaw/Simpcw First Nation

Page 38 – Tamarack Media (cleanup group). Originelle Designs Photography (planting).

Page 39 – Gord Goble/Penticton Now

Page 43 – Steve Shannon Photography/Tourism Revelstoke

Page 45 – Backcountry Horsemen of British Columbia - Aldergrove Chapter

Page 46 – North Slocan Trail Society

Page 47 – Northern BC Tourism/Marty Clemens

Page 50 – United Riders of Cumberland

Page 52 – Destination BC/Reuben Krabbe

Page 55 – BC Snowmobile Federation

Page 56 – BC Marine Trails

Page 57 – BC Wildlife Federation

Page 65 – Brock Hoyer/BC Snowmobile Federation (snowmobile). Horse Council BC (horse).

Page 66 – Kootenay Outdoor Recreation Enterprise

Page 68 – Back Country Horsemen of BC - Yarrow Chapter

Page 69 – Dave Silver

Page 70 – Cross Country BC

Page 71 – Karen Barkley/Wildsight Invermere

Page 73 – James Wakeling

Page 74 – Elk Valley Adventure and Dirt Riders Society

Page 77 – Abby Cooper

Page 85 – Abby Cooper/Tourism Vernon

Page 92 – City of Quesnel/Bonnie Grenon

Page 95 – Wayne Mercer (biking). Knucklehead Winter Recreation Association (building).



Outdoor Recreation
Council of BC

From: Louise Pedersen
Subject: New Guidebook Empowers Rural BC Communities Through Outdoor Recreation
Date: May 28, 2025 1:55:33 PM

Dear Mayor and Council,

The Outdoor Recreation Council of BC (ORCBC) is pleased to share a new resource for local governments and community leaders: Outdoor Recreation for Community and Economic Development: A Guidebook for Rural British Columbia Communities.

Developed in partnership with Selkirk Innovates at Selkirk College and made possible through support from the Province of British Columbia's Rural Economic Diversification and Infrastructure Program, this guidebook offers practical insights into how rural and smaller communities can use outdoor recreation to strengthen local economies, support community well-being, and foster long-term resilience.

The guidebook is freely available online (both as a web resource and a downloadable PDF) and includes real-world examples from communities such as Tumbler Ridge, Smithers, Cumberland, Chu Chua, Squamish, and Revelstoke. These places are leveraging outdoor recreation to diversify local economies and create new opportunities for residents and visitors alike.

You'll find the full media release below. A recorded webinar introducing the guidebook and featuring the authors from Selkirk College, Sarah Breen and Lauren Rethoret, is available here. It offers a helpful overview of the guide's content and key takeaways.

Local governments or community groups interested in a tailored presentation or discussion about how the guidebook's strategies can align with local planning and economic development goals are welcome to request a session with ORCBC using this form.

We would like to encourage you to share the guidebook with your staff and recreation stakeholders in your community.

Thank you for your leadership in supporting the growth and stewardship of outdoor recreation in British Columbia. Please don't hesitate to reach out if you would like more information about the guidebook or how it could support your community's planning and development efforts.

Best wishes,

Louise Pedersen
Executive Director | Outdoor Recreation Council of BC

PO Box 763 Revelstoke BC V0E 2S0 Canada
O: 604-873-5546 | D: 250-805-2465 | E: louisepedersen@orcbc.ca
The territories of the Sinixt, Syilx, Secwepemc and Ktunaxa Peoples.

Subscribe to our monthly newsletter for community updates, outdoor recreation news, and event invitations.

Media Release - For Immediate Release

New Guidebook Helps Communities Harness the Power of Outdoor Recreation

Outdoor Recreation Council of BC launches practical new resource for building resilient rural recreation economies.

Revelstoke, BC – May 28, 2025: From Cumberland to Valemount, rural communities in B.C. are harnessing outdoor recreation as a powerful catalyst for community development and economic diversification. The industry is already worth an estimated $15-billion in economic benefits to British Columbians annually. The launch of a new guidebook published by the Outdoor Recreation Council of BC (ORCBC) aims to grow that impact even further, while supporting healthier, more resilient rural communities.

Outdoor Recreation for Community and Economic Development: A Guidebook for Rural British Columbia Communities is a new interactive resource designed to help rural communities identify, plan, and develop sustainable outdoor recreation.

“We often hear from rural communities that they’re interested in developing outdoor recreation but aren’t sure where to start,” says Louise Pedersen, Executive Director of ORCBC. “We wanted to create something both practical and inspiring. A tool that helps communities see outdoor recreation not just as a nice-to-have, but as a real driver of economic and community resilience.”

Researchers Sarah Breen and Lauren Rethoret, from Selkirk Innovates at Selkirk College, created the 98-page guidebook with guidance from an advisory committee and drawing on interviews and focus groups with 50 outdoor recreation and community development experts. The guidebook includes useful tips for local governments, First Nations, economic development professionals, recreation groups and other nonprofit organizations.

“Every community brings a unique mix of assets and capacities to outdoor recreation development, and every community is at a different stage in their work,” says Breen, BC Regional Innovation Chair in Rural Economic Development at Selkirk Innovates. “As a result, no two communities will use this guidebook in the same way.”

It was designed with that bespoke nature in mind. The guidebook opens with definitions, background information, links to resources and readings, and a questionnaire that helps orient users.

The heart of the guide is **10 core "elements"** for outdoor recreation-based development:

1. Build a core team
2. Understand your context
3. Work toward reconciliation
4. Build relationships and partnerships
5. Fund outdoor recreation
6. Define a vision, goals, and actions
7. Protect the environment
8. Develop and maintain experiences and assets
9. Get the word out
10. Measure progress

"We framed these as elements, rather than steps, because they apply at any stage of a community's outdoor recreation journey," says Rethoret.

Each element includes practical tips, links to more information, and case studies. For example, the first element, *Building a Core Team*, outlines the key traits of an effective group and offers guidance on leadership and succession planning.

A case study highlights the Tumbler Ridge Outdoor Recreation Association (TRORA), an umbrella group of four outdoor recreation clubs in Tumbler Ridge, in the province's northeast. The clubs realized that working together gave them a louder voice for advocating for outdoor recreation in the community, says Jessie Olsen, the director of economic and community development for the District of Tumbler Ridge. That's going to be increasingly important as the community implements a more recreation-focused economic development strategy.

"We're making a plan for the inevitable resource sector downturn," says Olsen. "The key focus is diversification, and outdoor recreation is a huge part of that plan. It will take a group of people with the same vision and goals, all working together, to get it done."

With the ***Outdoor Recreation for Community and Economic Development*** guidebook, rural communities like Tumbler Ridge are no longer on their own navigating an outdoor recreation-focused diversification effort. That's especially important as rural communities across the province face mounting economic and social pressures, says Pedersen.

“We believe the guidebook is a timely resource,” she says. “It provides clear, practical guidance for supporting the many benefits outdoor recreation can bring to a community.”

Learn more and access the guidebook at: https://www.orcbc.ca/outdoor-recreation-communities-guidebook.

Organizations and communities interested in a presentation from the Outdoor Recreation Council of BC about the guidebook and how it can support their outdoor recreation goals are invited to request a session using this form.

From: Dany Rubbo
Subject: Proclamation Request - National Drowning Prevention Week
Date: May 30, 2025 12:21:12 PM
Attachments: NDPW 2025 - Proclamation Template.docx

Hello,

Canada faces a major problem – and a preventable one: over 450 people die every year from drowning. In fact, the drowning burden is so great around the world that the United Nations General Assembly passed the UN Resolution on Drowning Prevention (A/75/L.76) and named July 25th of each year as World Drowning Prevention Day. On behalf of the Lifesaving Society - British Columbia & Yukon Branch, I am writing to ask that you proclaim July 20th - 26th, 2025 as **NATIONAL DROWNING PREVENTION WEEK** in your municipality. Please see a proclamation template attached.

The Lifesaving Society is a national, charitable organization working to prevent drowning and reduce water-related injury through our training programs, WaterSmart® public education, drowning research and aquatic safety standards. The Lifesaving Society certifies Canada's National Lifeguards.

National Drowning Prevention Week is one of the Society's leading public education initiatives, with events taking place across the country to focus media and community attention on the drowning problem and drowning prevention. During this week, the Society urges individuals to:

- Supervise children in and around the water.
- Refrain from drinking alcoholic beverages while participating in aquatic activities.
- Wear a lifejacket when boating.

If every Canadian followed these steps, we could greatly reduce Canada's drowning rate.

A proclamation from your office would give greater exposure to our lifesaving efforts to residents of British Columbia and Yukon. I hope you will consider our request.

If you have any questions, please do not hesitate to reach out.

Sincerely,

DANY RUBBO
Manager, Communications and Events

Lifesaving Society - BC & Yukon Branch
#112-3989 Henning Drive, Burnaby, BC V5C 6N5
604.299.5450 | @LifesavingBCYK
lifesaving.bc.ca

I respectfully acknowledge that I work on the unceded, traditional and ancestral territory of the Musqueam, Squamish and Tsleil-Waututh nations.

NATIONAL DROWNING PREVENTION WEEK PROCLAMATION 2025

WHEREAS the mission of Lifesaving Society Canada is to prevent drowning throughout this great country, and even one drowning in [province/territory] is one too many; and

WHEREAS most drownings are preventable in a Water Smart community, and only through Water Smart education and a healthy respect for the potential danger that any body of water may present can we genuinely enjoy the beauty and recreation opportunities offered by these bodies of water; and

WHEREAS the Lifesaving Society urges Canadians and residents of [city/municipality/province] to supervise children who are in and around the water, to refrain from drinking alcoholic beverages while participating in aquatic activities, and to always wear a lifejacket when boating; and

WHEREAS the United Nations General Assembly passed the UN Resolution on Drowning Prevention (A/75/L.76) and named July 25th of each year as World Drowning Prevention Day; and

WHEREAS Lifesaving Society Canada has declared July 20th-26th, 2025 National Drowning Prevention Week to focus on the drowning problem and the hundreds of lives that could be saved this year.

THEREFORE, BE IT RESOLVED THAT, I, [Name and Title] do hereby proclaim July 20th -26th, 2025 **NATIONAL DROWNING PREVENTION WEEK** in [city/municipality/province] and do commend its thoughtful recognition to all citizens of our [city/municipality/province].

From:
To: Let's Lead Change Together for BC's Resource-Dependent Communities
June 6, 2025 11:46:37 AM
image001.png
Letter_ResourceCommunities5June2025.pdf

Subject:
Date:
Attachments:

Sent on behalf of Mayor Dahl, City of Campbell River.....

Dear Mayors and Regional District Chairs,

On behalf of the City of Campbell River Council, I am reaching out to share an important initiative that we believe will benefit all resource-dependent communities across British Columbia. Please find attached a letter inviting your community to join a collective advocacy movement aimed at amplifying our shared voice.

As communities that contribute significantly to the province's economy, we often face unique challenges that are not always reflected in provincial or federal policy decisions. This initiative seeks change by:

- Raising awareness of our economic contributions
- Advocating for policies that support our sustainability
- Fostering collaboration and knowledge-sharing among our communities

We've already taken steps by submitting a resolution to UBCM and applying to host a session

at the 2025 Convention. We hope your community will consider joining us in this effort.

Your participation and insights will be invaluable as we work together to ensure a prosperous and resilient future for all resource-based communities in BC.

Please don't hesitate to reach out if you have any questions or would like to discuss further.

Thank you,
Mayor Kermit Dahl

Lisa Sanders
Executive Assistant

City of Campbell River
Tel: 250.286.5708
Lisa.Sanders@campbellriver.ca

I acknowledge we are on the territory of the Laich-Kwil-Tach people of the Wei Wai Kum and We Wai Kai First Nations.
Visit campbellriver.ca or follow us on Facebook, Instagram and LinkedIn.

City of Campbell River
From the Office of the Mayor

June 5, 2025,

To All Resource-Dependent Communities in British Columbia

Dear Mayors and Chairs Across British Columbia,

On behalf of the City of Campbell River Council, I am reaching out to invite your community to join a collective advocacy movement aimed at amplifying the voices of resource communities across British Columbia.

Resource communities like ours play a vital role in the economic fabric of the province of British Columbia. However, we often face unique challenges that are overlooked in broader policy discussions. By coming together, we can ensure that our collective concerns are heard and addressed at the provincial and federal levels.

Objectives:

- **Raise Awareness:** Highlight the significant contributions of resource communities to the provincial economy.
- **Advocate for Supportive Policies:** Influence policy decisions that directly impact resource-based communities.
- **Foster Collaboration:** Further strengthen partnerships between resource-based communities, so that we can work together, share best practices and strategies, and amplify results.

Key Initiatives:

1. **Targeted Communications:** We will launch a campaign to educate urban centres, policy makers, and the general public about the economic value of resource communities.
2. **Outreach:** We will continue to build a coalition of resource communities to strengthen our advocacy efforts.
3. **UBCM:** The City has submitted a UBCM resolution (attached) and is applying to host a session at the 2025 Convention.

As leaders who have witnessed firsthand the incredible contributions and resilience of Campbell River, and resource communities across BC, we are deeply passionate about this initiative. We recognize that your community faces similar challenges and shares the same dedication and commitment to ensuring a prosperous future for all. Together, we can amplify our shared concerns, influence policy decisions, and drive change that will support the long-term growth and resilience of resource communities.

Please join us in this important initiative. Your insights and participation will be instrumental to our collective success.

Looking forward to working together for the betterment of all resource communities in British Columbia.

Sincerely,



Kermit Dahl
Mayor

Inclusion of Rural and Resource Communities in Provincial Economic Decision-Making

WHEREAS rural and resource-based communities continue to be a significant economic driver in both rural and urban areas across British Columbia;

AND WHEREAS communities throughout British Columbia are experiencing job losses and heightened economic challenges arising from trade uncertainties, and provincial legislation and policies that disproportionately affect resource industries such as forestry, mining, energy, and aquaculture;

AND WHEREAS these communities are integral to the provincial economy, contributing substantially to British Columbia's GDP, employment, and export revenues, while sustaining the economic vitality of urban centres through interconnected supply chains, workforce migration, and complementary industries;

AND WHEREAS current provincial decision-making processes frequently lack adequate representation and consultation with rural and resource-based communities, leading to policies that may inadvertently jeopardize the sustainability, cohesiveness and resilience of these regions;

THEREFORE BE IT RESOLVED that UBCM urge the Province of British Columbia to formally recognize the critical economic contributions of rural and resource-based communities and to ensure their meaningful inclusion in the development of legislation, regulations, and economic strategies that impact resource industries by:

- Prioritizing economically viable access to resources;

- Supporting innovation within each sector to foster sustainable growth and enhance competitiveness;

- Actively engaging with each resource sector and its stakeholders to comprehensively understand their unique challenges and opportunities; and

- Take decisive action to amend policies and legislation based on the unique challenges and opportunities identified

- Removing restrictive legislation on resource sector industries.

From: Coastal Fire Centre, BC Wildfire Service
To: CFO
Subject: Coastal Fire Centre Status Report June 11, 2025
Date: Thursday, June 12, 2025 2:01:46 PM

BC Wildfire Service Wildfire News banner

For the week ending June 11, 2025

Overview

The fire danger rating across much of the Coastal Fire Centre has increased after a recent warm, dry period with most areas experiencing moderate to high risk as of June 11.

As a result of the recent warm, dry conditions, the Coastal Fire Centre has seen more significant fire activity in recent days. The **Dryden Creek (V30558)** wildfire burning within municipal

Coastal Contact Information

Fire Information Line:
250 951-4209
Public Info Line:
1 888 336-7378
To Report Wildfires:

boundaries in Squamish remains an area of focus. The **District of Squamish** is leading response on this incident and has issued two evacuation alerts. BC Wildfire Service personnel and resources continue to support response.

Cooler temperatures driven by a persistent low-pressure system off the coast will contribute to more moderate fire behaviour in the week ahead.

Category 2 and Category 3 open fire prohibitions remain in place throughout the Coastal Fire Centre's jurisdiction, with exceptions for Haida Gwaii. This prohibition came into effect Friday, May 30, 2025, and is being enacted to help reduce human-caused wildfires and for public safety. In the Haida Gwaii Forest District, Category 3 fires are prohibited, while Category 2 fires are still permitted. This prohibition will be in place until October 31, 2025, or until the order is rescinded.

These prohibitions do not apply to Category 1 (campfires) that are a half-metre high by a half-metre wide or smaller, or to CSA or ULC rated devices that use gas, propane or briquettes as fuel with a flame height less than 15 cm. Residents must check with their local authority before lighting any fire and follow their local bylaws. Please visit **www.bcwildfire.ca** for more information.

Since April 1, 2025 the Coastal Fire Centre has seen 38 new wildfire starts, which is on track with the 10-year average (39). The BC Wildfire Service released the **Summer Seasonal Outlook** on June 11, which captures what we expect to see during the peak of the wildfire season based on the data we currently have available.

Fire Activity

Fires currently burning: 5
New fires last week: 10

*As of June 4, 2025	2025 (since April 1)	2024 (April 1, 2024 to May 28, 2025)	10-Year avg. (2015-2025)
Total Fires to Date	38	30	39

1 800 663-5555 *5555 on a cellphone or via the BC Wildfire App; available for free download in the App Store and on Google Play.

Total Hectares to Date	108 ha	28 ha	215 ha

Active Fires

There are five active fires in the Coastal Fire Centre at this time.

Dryden Creek (V30558) - Pemberton Zone - 54 hectares - Out of Control
V70527 - Mid-Island Zone - 24 hectares - Being Held
V70573 - Mid-Island Zone - 6 hectares - Being Held

For the most up to date information on fire incidents, visit the **BC Wildfire Dashboard.**

Fire Danger Rating

Learn more about Fire Danger Rating and Zone Activity Levels.

Weather Forecast

SYNOPSIS:
With a low-pressure system settling over the coast, we anticipate cooler temperatures and higher relative humidity levels for most of the Coastal Fire Centre through until the weekend.

Saturday to Monday:
Seasonal temperatures are forecast to persist with slight warming anticipated on Sunday, maintaining current levels of fire activity.

Fire Prohibitions and Restrictions

Open Burning:
Prohibited with exceptions in Haida Gwaii Forest District
Effective 30 May 2025

Campfires:
No prohibitions in effect

Forest Use Restrictions:
No restrictions in effect

View current fire prohibitions and restrictions

bcwildfire.ca | BC Wildfire Service Dashboard | BC Wildfire Service App | 1 888 3 FOREST

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Envoke

From: Coastal Fire Centre, BC Wildfire Service
To: CFO
Subject: Coastal Fire Centre Status Report for the week ending June 18, 2025
Date: Thursday, June 19, 2025 1:31:10 PM

BC Wildfire Service Wildfire News banner

For the week ending June 18, 2025

Overview

We are seeing a shift in conditions across the Coastal Fire Centre, withseasonal temperatures and widespread rain expected over the next several days. This has assisted in lowering the Fire Danger Rating in Haida Gwaii and portions of northern Vancouver Island. However, widespread rain will be needed to lower the Fire Danger Rating on southern Vancouver Island, the Fraser Valley and Pemberton/Squamish zones.

Coastal Contact Information

Fire Information Line:
250 951-4209
Public Info Line:
1 888 336-7378
To Report Wildfires:

1 800 663-5555
*5555 on a cellphone or via the BC Wildfire App; available for free download in the App Store and on Google Play.

So far this season, we have had 44 wildfires reported within the Coastal Fire Centre - all are suspected to be human-caused. There are currently six active wildfires within the centre. As a reminder, virtually all human-caused wildfires are preventable so we ask the public to use caution when engaging in any activity that could potentially cause a wildfire.

Category 1 open fires (campfires) are currently allowed within the Coastal Fire Centre's jurisdiction. However, if you intend to burn within a local authority, you must abide by any burning bylaws that are in place. Anyone lighting a campfire is required to maintain a fireguard by removing flammable debris from around the campfire area and have a hand tool or at least eight litres of water available nearby to properly extinguish the fire.

Category 2 and Category 3 open fires are prohibited throughout the Coastal Fire Centre's jurisdiction, with exceptions for Haida Gwaii. This prohibition came into effect Friday, May 30, 2025, and is being enacted to help reduce human-caused wildfires and for public safety. In the Haida Gwaii Forest District, Category 3 fires are prohibited, while Category 2 fires are still permitted. This prohibition will be in place until October 31, 2025, or until the order is rescinded.

The prohibitions apply to all areas outside of municipal boundaries. In addition, they also apply to Parks, conservancies and recreation areas, sites and trails, interpretive forest sites, ecological reserves, wildlife management areas and private managed forest lands - whether or not they fall within municipal boundaries.

Residents must check with their local authority before lighting any fire and follow their local bylaws. Please visit **www.bcwildfire.ca** for more information.

Fire Activity

Fires currently burning: 5
New fires last week: 7

*As of June 18,	2025 (since	2024 (April 1, 2024 to May	10-Year avg.

2025	April 1)	28, 2025)	(2015-2025)
Total Fires to Date	46	33	48
Total Hectares to Date	111 ha	28 ha	297 ha

Active Fires

There are five active fires in the Coastal Fire Centre at this time.

Dryden Creek (V30558) - Squamish/Pemberton Zone - 59.5 ha - **Under Control**

- Crews are working on mop up and patrol of this incident following a recent scan to identify any remaining hot spots within the perimeter.

V70527 - Mid-Island Zone - 19.1 ha - **Under Control**

V70675 - Mid-Island Zone - 0.3 ha - **Under Control**

V80649 - Mid Island Zone - 0.92 ha - **Under Control**

V50667 - Sunshine Coast Zone - 0.3 ha - **Under Control**

- This fire was reported on June 17 and we responded with an Initial Attack crew, a helicopter and a response officer

For the most up to date information on fire incidents, visit the BC Wildfire Dashboard.

Fire Danger Rating

Weather Forecast

SYNOPSIS: An unseasonably deep low-pressure system will remain offshore near Haida Gwaii supporting a dry southwesterly flow across most of the Fire Centre on Friday. Showers associated with the low will remain confined to the North Island, Mid Coast, and Haida Gwaii. Instability near the low will support the potential for afternoon thundershowers over Haida Gwaii and the Tweedsmuir Park area. Otherwise, the southern reaches of the Coastal Fire Centre will enjoy a mainly sunny day with moderate inflow winds. Afternoon gusts up to 30-40

Learn more about Fire Danger Rating and Zone Activity Levels.

km/h can be expected through the Fraser Valley, the Fraser Canyon, and up the Sea-to-Sky corridor. The low will drift south overnight tonight bringing with it increased cloud cover and showers by Friday morning. Bands of showers drifting in from the east will affect mainland zones on Friday with a big downturn in fire weather indices. Showers will be spottier over the Island Friday and primarily confined to the ridge tops. All zones will experience cooler, more humid conditions on Friday.

Saturday to Monday: A ridge of high pressure will build over the North Coast beginning Saturday while the low drifts further south into Oregon. Northern reaches of the Fire Centre including Haida Gwaii and the Mid-Coast will be the first to warm and dry. Showers will linger over inland sections of the Fraser and Pemberton Zones Saturday before clearing on Sunday. The ridge will allow temperatures to gradually return to seasonal temperatures (highs in the mid 20's) by Monday. The pattern will remain inflow through the period, preventing relative humidities from dropping much below 30%.

Fire Prohibitions and Restrictions

Open Burning:
Prohibited with exceptions in Haida Gwaii Forest District
Effective 30 May 2025

Campfires:
No prohibitions in effect

Forest Use Restrictions:
No restrictions in effect

View current fire prohibitions and restrictions

bcwildfire.ca | BC Wildfire Service Dashboard | BC Wildfire Service App | 1 888 3 FOREST

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the Village of Sayward

"Friend of Nature"

Tuesday June 24, 2025

Kelsey Centre Review Committee
Strathcona Regional District

Dear Committee Members,

Re: Response to request for information from the Committee regarding Kelsey Centre

---

On behalf of Council for the Village of Sayward, I am writing to provide the Village's response to the recent request for information and clarification regarding the operations of the Kelsey Centre. For ease of reference, a chart has been included below outlining each item of the request alongside the corresponding response. The Village has provided all available information currently in its possession related to the Centre's operations. Please note that some of the requested details could not be provided, as the specific information does not exist within the Village's records.

SRD's Kelsey Centre Review Committee's Request for Information	Village of Sayward's Response
THAT the Village of Sayward Council be requested to clarify to the Kelsey Centre Review Committee specifically what they want from the SRD.	THAT Staff develop a 50/50 funding model with the Village of Sayward and the Strathcona Regional District, minus any grants that either entity can put in, for the operations and capital costs of the Kelsey Centre pool and recreation centre.
THAT staff provide a report with a description of the Kelsey Centre Facility.	Please refer to the Rocky Point Engineering report.
THAT the Village of Sayward Council be requested to provide to the Kelsey Centre Review Committee an update as to the current status of the operability of the facility including boiler repairs, hot tub leaks, and any other known problems; and furthermore: An accounting of secured and appropriated grants for the Kelsey Centre including an itemized list of what these grants will be spent on. An accounting of Village reserve funds appropriated for the Kelsey Centre including	The Kelsey Centre's systems are fully operational and the Centre, while closed for the season as is customary, remains capable of delivering all program offerings typically offered at the centre, including the operation of the pool and hot tub. Due to a system malfunction in December 2024, the building experienced a temporary loss of functionality. Necessary repairs have been completed, and the functionality has been fully restored – from

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an itemized list of what these appropriated reserves will be spent on. A copy of their 2025 to 2029 financial plan.	a mechanical perspective. Both boilers replaced in Q1 of 2025. All known mechanical or building system deficiencies are noted in the Rocky Point Engineering report. The Village does not have a status update potential leaks impact the hot tub, although the hot tub remains functional and usable. The financial plan for the Village inclusive of the Kelsey Centre including capital project listing has been approved by Council and is attached for review. The Reserve Fund balance is attached for review. Successful grants report for the Kelsey Centre is attached for review.
THAT the Village of Sayward Council be requested to provide to the Kelsey Centre Review Committee an up-to-date asset management report for the Kelsey Centre which details needed maintenance and upgrades with cost estimates. And furthermore: The approved schedule for those maintenance and repair items to be undertaken. Any reports regarding long-term planning for the pool area including its anticipated lifespan. The most recent inspection results for earthquake resilience and code compliance, with special regard to potential liability issues.	The Village's Asset Management Plan relating to the Kelsey Centre which outlines the estimated replacement value of the centre is attached. At this time, there is no schedule of maintenance available. All future maintenance work will require budget considerations and the exploration of external funding such as grants or sponsorship. Long-term reports for the pool are contained in the asset management plan for the whole building. No inspection report for earthquake resilience or code compliance is available at this time.

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the Village of Sayward

"Friend of Nature"

THAT the Village of Sayward Council be requested to provide to the Kelsey Centre Review Committee usage statistics for Village and Area A residents separately and by age category.	The statistics are attached as requested. Where information was available indicating residents of the Village relative to Area A, that information was provided. However, the Village does not routinely collect information based on these parameters.

We hope this letter and corresponding attachments fulfills the request for information. The Village remains ready to engage on this topic openly with the Strathcona Regional District in the hopes of finding opportunities to work closer in the interest of all residents and visitors alike in the region.

Sincerely,

John Thomas
A/CAO

DRAFT



Disclaimer

- **The content of this presentation is for information and discussion purposes only as the Village prepares its 5-year financial plan.**
- **Figures are based on information available to staff and have been built using historical data and projected revenues and expenditures.**
- **The information within is not the <u>final budget and is subject to change based on the direction of Council</u>.**

Description	Regular Operations (Centre and pool open as normal)	Scenario 1 - Annual revenues & expenditures for Kelsey Centre if pool is CLOSED	Scenario 2 - Annual revenues & expenditures for Kelsey Centre if Centre is CLOSED
RECREATION CENTRE			
Revenue			
Grants - Recreation	5,000	5,000	-
Kelsey Centre Gift Certificates	100	100	-
Age Friendly Program Revenue	900	900	-
Swim Lesson Fees	3,003	-	-
Ten Pack	5,018	3,513	-
Single User - Pool	2,500	-	-
Single User - Gymnasium	400	400	-
Drop In Fitness Fees	400	400	-
Drop In Weight Room Fees	400	400	-
Monthly Passes	2,000	1,400	-
After School Program/Day Care Fees	2,750	2,750	-
Concession Sales	5,500	5,500	-
Pool Rental	3,300	-	-
Gym Rental	2,600	2,600	-
Room Rental	1,500	1,500	-
Rentals - Tables and Chairs	165	165	-
Birthday Party/Event Revenue	3,000	3,000	-
Revenue - Other	-	-	-
Kelsey Centre Van Donations	2,500	2,500	2,500
Special Event Revenue/Donations	4,950	4,950	-
Afterschool Program Donations	2,500	2,500	-
Teen Program Donations	4,000	4,000	-
Total Recreation Centre Revenue	**52,486**	**41,578**	**2,500**
Expenditure			
Operating Expenses			
Salaries - Admin	47,335	47,335	4,734
Wages - Recreation	39,629	29,722	-
Wages - Custodian	5,274	5,274	264
Wages - Lifeguards & Pool Maintenance	30,755	1,193	1,193

Description	Regular Operations (Centre and pool open as normal)	Scenario 1 - Annual revenues & expenditures for Kelsey Centre if pool is CLOSED	Scenario 2 - Annual revenues & expenditures for Kelsey Centre if Centre is CLOSED
Payroll Costs: Admin & PW	25,022	16,841	3,085
Travel & Education - Recreation	4,000	2,000	
Advertising	750	750	-
Information Technology	3,500	3,500	3,500
Bank Charges, Fees & Interest	600	600	-
Dues, Memberships & Subscriptions	1,000	1,000	-
Afterschool Supplies/Expenses	1,500	1,500	-
Concession	3,000	3,000	-
Seniors Special Events	250	250	-
Special Events Expense	4,000	4,000	-
Teen Program Expenses	4,000	4,000	-
Swim Lesson Expenses	350	-	-
M & R, Gas & Oil - Age Friendly Van	5,000	5,000	5,000
Office Supplies	2,000	2,000	150
Chemicals & Maintenance - Pool	13,500	2,025	2,025
Rec Centre Supplies	1,200	1,200	200
Business Travel/Meetings	650	650	-
Equipment - Recreation Centre	3,750	3,500	500
Telephone & Internet	2,861	2,861	
Sub Total Operating Expenses	**199,926**	**138,202**	**20,650**
Building Expenses			
Salaries - Public Works	11,979	7,187	3,594
Insurance - Building	14,829	14,829	14,829
Insurance - Liability	1,597	1,597	1,597
Maintenance & Repairs - Recreation	26,000	19,500	13,000
Cleaning Supplies	1,000	850	200
Heating Fuel	32,000	25,813	6,400
Utilities	25,000	23,125	5,000
Sub Total Building Expenses	**112,404**	**92,901**	**44,619**
Total Recreation Centre Expenditure	**312,331**	**231,103**	**65,269**
Net Recreation Centre	**(259,845)**	**(189,525)**	**(62,769)**

Description	Regular Operations (Centre and pool open as normal)	Scenario 1 - Annual revenues & expenditures for Kelsey Centre if pool is CLOSED	Scenario 2 - Annual revenues & expenditures for Kelsey Centre if Centre is CLOSED

Scenario 1 assumptions:
Continuation of all other recreation programming

Scenario 2 assumptions:
No programming
No staff training costs
Cancellation of phone, internet, Moneris (debit) machine
Cancellation of all recreation related dues & subscriptions

Scenario 1 - Annual revenues & expenditures for Kelsey Centre if pool is CLOSED

Description	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Notes
RECREATION CENTRE						
Revenue						
Grants - Recreation	5,000	5,000	5,000	5,000	5,000	
Kelsey Centre Gift Certificates	100	-	-	-	-	
Age Friendly Program Revenue	900	900	900	900	900	
Swim Lesson Fees	-	-	-	-	-	
Ten Pack	3,513	3,513	3,513	3,513	3,513	70% of total
Single User - Pool	-	-	-	-	-	
Single User - Gymnasium	400	400	400	400	400	
Drop In Fitness Fees	400	400	400	400	400	
Drop In Weight Room Fees	400	400	400	400	400	
Monthly Passes	1,400	1,400	1,400	1,400	1,400	70% of total
After School Program/Day Care Fees	2,750	2,805	2,861	2,918	2,977	
Concession Sales	5,500	5,500	5,500	5,500	5,500	
Pool Rental	-	-	-	-	-	
Gym Rental	2,600	2,600	2,600	2,600	2,600	
Room Rental	1,500	1,500	1,500	1,500	1,500	
Rentals - Tables and Chairs	165	165	165	165	165	
Birthday Party/Event Revenue	3,000	3,000	3,000	3,000	3,000	
Revenue - Other	-	-	-	-	-	
Kelsey Centre Van Donations	2,500	2,500	2,500	2,500	2,500	
Special Event Revenue/Donations	4,950	4,950	4,950	4,950	4,950	
Afterschool Program Donations	2,500	2,500	2,500	2,500	2,500	
Teen Program Donations	4,000	4,000	4,000	4,000	4,000	
Total Recreation Centre Revenue	**41,578**	**41,533**	**41,589**	**41,646**	**41,704**	
Expenditure						
Operating Expenses						
Salaries - Admin	47,335	48,282	49,248	50,233	51,237	
Wages - Recreation	29,722	30,316	30,922	31,541	32,172	75% based on timesheets
Wages - Custodian	5,274	5,380	5,487	5,597	5,709	
Wages - Lifeguards & Pool Maintenance	1,193	1,193	1,193	1,193	1,193	
Payroll Costs: Admin & PW	16,841	17,174	17,514	17,861	18,215	15% of wages (Rec and PW)
Travel & Education - Recreation	2,000	2,000	2,000	2,000	2,000	

Description	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Notes
Advertising	750	750	750	750	750	
Information Technology	3,500	3,500	3,500	3,500	3,500	
Bank Charges, Fees & Interest	600	600	600	600	600	
Dues, Memberships & Subscriptions	1,000	1,000	1,000	1,000	1,000	
Afterschool Supplies/Expenses	1,500	1,000	1,000	1,000	1,000	
Concession	3,000	3,000	3,000	3,000	3,000	
Seniors Special Events	250	500	500	500	500	
Special Events Expense	4,000	4,000	4,000	4,000	4,000	
Teen Program Expenses	4,000	4,000	4,000	4,000	4,000	
Swim Lesson Expenses	-	-	-	-	-	
M & R, Gas & Oil - Age Friendly Van	5,000	5,000	5,000	5,000	5,000	
Office Supplies	2,000	1,500	1,500	1,500	1,500	
Chemicals & Maintenance - Pool	2,025	2,025	2,025	2,025	2,025	15% of total - minimal chemicals required
Rec Centre Supplies	1,200	1,200	1,200	1,200	1,200	
Business Travel/Meetings	650	650	650	650	650	
Equipment - Recreation Centre	3,500	3,500	3,500	3,500	3,500	
Telephone & Internet	2,861	2,918	2,977	3,036	3,097	
Sub Total Operating Expenses	**138,202**	**139,489**	**141,567**	**143,686**	**145,848**	
Building Expenses						
Salaries - Public Works	7,187	7,331	7,478	7,627	7,780	60% of total (based on timesheets)
Insurance - Building	14,829	16,312	17,943	19,737	21,711	
Insurance - Liability	1,597	1,756	1,932	2,125	2,338	
Maintenance & Repairs - Recreation	19,500	19,500	19,500	19,500	19,500	
Cleaning Supplies	850	850	850	850	850	
Heating Fuel	25,813	27,125	27,668	28,220	28,785	
Utilities	23,125	23,818	24,534	25,269	26,027	
Sub Total Building Expenses	**92,901**	**96,692**	**99,905**	**103,329**	**106,990**	
Total Recreation Centre Expenditure	**231,103**	**236,181**	**241,471**	**247,015**	**252,838**	
Net Recreation Centre	**(189,525)**	**(194,648)**	**(199,883)**	**(205,369)**	**(211,134)**	

Scenario 2 - Annual revenues & expenditures for Kelsey Centre if Centre is CLOSED

Description	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Notes
RECREATION CENTRE						
Revenue						
Kelsey Centre Van Donations	2,500	2,500	2,500	2,500	2,500	
Total Recreation Centre Revenue	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**	
Expenditure						
Operating Expenses						
Salaries - Admin	4,734	4,828	4,925	5,023	5,124	
Wages - Recreation	-	-	-	-	-	
Wages - Custodian	264	269	274	280	285	5% of total
Wages - Lifeguards & Pool Maintenance	1,193	1,193	1,193	1,193	1,193	
Payroll Costs: Admin & PW	3,085	3,143	3,202	3,263	3,324	15% of wages (Rec and PW)
Travel & Education - Recreation						
Advertising	-	-	-	-	-	
Information Technology	3,500	3,500	3,500	3,500	3,500	Emails, cloud, computers
Bank Charges, Fees & Interest	-	-	-	-	-	
Dues, Memberships & Subscriptions	-	-	-	-	-	
Afterschool Supplies/Expenses	-	-	-	-	-	
Concession	-	-	-	-	-	
Seniors Special Events	-	-	-	-	-	
Special Events Expense	-	-	-	-	-	
Teen Program Expenses	-	-	-	-	-	
Swim Lesson Expenses	-	-	-	-	-	
M & R, Gas & Oil - Age Friendly Van	5,000	5,000	5,000	5,000	5,000	
Office Supplies	150	150	150	150	150	
Chemicals & Maintenance - Pool	2,025	2,025	2,025	2,025	2,025	15% of total - minimal chemicals required
Rec Centre Supplies	200	200	200	200	200	
Business Travel/Meetings	-	-	-	-	-	
Equipment - Recreation Centre	500	500	500	500	500	
Telephone & Internet						
Sub Total Operating Expenses	**20,650**	**20,809**	**20,970**	**21,134**	**21,302**	
Building Expenses						
Salaries - Public Works	3,594	3,666	3,739	3,814	3,890	30% of total

Description	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Notes
Insurance - Building	14,829	16,312	17,943	19,737	21,711	
Insurance - Liability	1,597	1,756	1,932	2,125	2,338	
Maintenance & Repairs - Recreation	13,000	13,000	13,000	13,000	13,000	50% ot total
Cleaning Supplies	200	200	200	200	200	
Heating Fuel	6,400	7,000	7,140	7,283	7,428	20% of total, minimal heat for pool, gym, saunas, MPR, kitchen
Utilities	5,000	5,150	5,305	5,464	5,628	20% of total, minimal heat and electricity
Sub Total Building Expenses	**44,619**	**47,084**	**49,258**	**51,622**	**54,194**	
Total Recreation Centre Expenditure	**65,270**	**67,892**	**70,228**	**72,757**	**75,496**	
Net Recreation Centre	**(62,770)**	**(65,392)**	**(67,728)**	**(70,257)**	**(72,996)**	

Assumptions:

No programming

No staff training costs

Cancellation of phone, internet, Moneris (debit) machine

Cancellation of all Rec Centre related Dues & Subscriptions

Annual revenues & expenditures for pool

Description	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Notes
POOL						
Revenue						
Swim Lesson Fees	3,003	3,003	3,003	3,003	3,003	
Ten Pack	1,505	1,505	1,505	1,505	1,505	30% of total
Single User - Pool	2,500	2,500	2,500	2,500	2,500	
Monthly Passes	600	600	600	600	600	30% of total
Pool Rental	3,300	3,300	3,300	3,300	3,300	
Total Pool Revenue - Annual	**10,908**	**10,908**	**10,908**	**10,908**	**10,908**	
Total Pool Revenue - Monthly	**1,212**	**1,212**	**1,212**	**1,212**	**1,212**	
Expenditure						
Annual operating costs for 9 months of the year - Jan-Jun, Oct-Dec						
Operating Expenses						
Wages - Recreation	9,907	10,105	10,307	10,514	10,724	25% of total (based on timesheets)
Wages - Custodian	1,319	1,345	1,372	1,399	1,427	25% of total (based on timesheets)
Wages - Lifeguards & Pool Maintenance	30,755	31,370	31,998	32,637	33,290	
Payroll Costs: Admin & PW	8,453	8,622	8,795	8,971	9,150	15% of wages (Rec and PW)
Travel & Education - Pool	2,600	2,600	2,600	2,600	2,600	65% of total (based on GL history)
Dues, Memberships & Subscriptions	500	500	500	500	500	Island Health permits
Swim Lesson Expenses	350	550	550	550	550	
Chemicals & Maintenance - Pool	13,500	13,500	13,500	13,500	13,500	
Equipment - Pool	1,500	1,500	1,500	1,500	1,500	40% of total (based on GL history)
Sub Total Pool Expenses	**68,884**	**70,093**	**71,122**	**72,171**	**73,242**	
Building Expenses						
Salaries - Public Works	4,792	4,887	4,985	5,085	5,187	40% of total (based on timesheets)
Insurance - Building	4,449	4,893	5,383	5,921	6,513	30% of total (building footprint for pool and boiler room, SOV's)
Insurance - Liability	383	422	464	510	561	24% of total (based on pooled claims data from MIABC)
Maintenance & Repairs - Pool	9,100	9,100	9,100	9,100	9,100	35% of total (based on GL history)
Cleaning Supplies	200	200	200	200	200	20% of total (information from Custodian) - wait for Sarah to reply
Heating Fuel	8,000	8,750	8,925	9,104	9,286	25% of total (information from PW department - propane for heat exchangers for pool and hot tub)
Utilities	3,750	3,863	3,978	4,098	4,221	15% of total (information from PW department - pool pump, heat exchanger pump, dehumidifier, pool vacuum)
Sub Total Building Expenses (Pool)	**30,673**	**32,115**	**33,035**	**34,017**	**35,067**	
Total Expenditure - Annual	**99,558**	**102,208**	**104,157**	**106,188**	**108,309**	
Total Expenditure - Monthly	**8,296**	**11,356**	**11,573**	**11,799**	**12,034**	
Net - Annual	**(88,649)**	**(91,299)**	**(93,248)**	**(95,280)**	**(97,400)**	
Net - Monthly	**(7,387)**	**(7,608)**	**(7,771)**	**(7,940)**	**(8,117)**	

Annual expenditures for pool if pool is CLOSED

Description	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Notes
POOL						
Revenue						
Total Pool Revenue - Annual	**-**	**-**	**-**	**-**	**-**	
Total Pool Revenue - Monthly						
Expenditure						
Operating Expenses						
Wages - Admin	793	808	825	841	858	
Wages - Custodian	264	269	274	280	285	
Wages - Pool Maintenance	1,193	1,193	1,193	1,193	1,193	15% - minimal maintenance by Pool Operator
Payroll Costs: Admin & PW	2,384	2,408	2,433	2,457	2,483	15% of wages
Travel & Education - Pool	600	600	600	600	600	Certifications/Dues
Dues, Memberships & Subscriptions	500	500	500	500	500	Island Health permits
Swim Lesson Expenses	-	-	-	-	-	
Chemicals & Maintenance - Pool	2,025	2,025	2,025	2,025	2,025	15% of total - minimal chemicals required
Equipment - Pool	188	188	188	188	188	
Sub Total Pool Expenses	**7,947**	**7,992**	**8,037**	**8,084**	**8,132**	
Building Expenses						
Salaries - Public Works	898	916	935	953	972	7.5% of total (based on timesheets)
Insurance - Building	4,449	4,893	5,383	5,921	6,513	30% of total (building footprint for pool and boiler room, SOV's)
Insurance - Liability	383	422	464	510	561	24% of total (based on pooled claims data from MIABC)
Maintenance & Repairs - Pool	2,600	2,600	2,600	2,600	2,600	10% of total
Cleaning Supplies	50	50	50	50	50	5% of total (information from Custodian)
Heating Fuel	800	875	893	910	929	2.5% of total (information from PW department - propane for heat exchangers for pool and hot tub)
Utilities	1,875	1,931	1,989	2,049	2,110	7.5% of total (information from PW department - pool pump, heat exchanger pump, dehumidifier, pool vacuum)
Sub Total Building Expenses - Pool	**11,055**	**11,688**	**12,313**	**12,994**	**13,736**	
Total Expenditure - Annual	**19,002**	**19,679**	**20,350**	**21,078**	**21,868**	
Total Expenditure - Monthly	**1,583**	**2,187**	**2,261**	**2,342**	**2,430**	
Net - Annual	**(19,002)**	**(19,679)**	**(20,350)**	**(21,078)**	**(21,868)**	
Net - Monthly	**(1,583)**	**(1,640)**	**(1,696)**	**(1,756)**	**(1,822)**	

Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget
RECREATION CENTRE												
Revenue												
Grants - Recreation	-	-	-	-	-	7,978	-	5,000	5,000	5,000	5,000	5,000
Kelsey Centre Gift Certificates	-	-	24	-	-		30	120	100	-	-	-
Age Friendly Program Revenue	12,491	845	-	55	-	1,030	1,011	722	900	900	900	900
Swim Lesson Fees	-	-	1,195	-	-	1,210	4,250	4,024	3,003	3,003	3,003	3,003
Ten Pack	4,371	6,145	3,645	1,204	1,360	2,645	6,480	6,107	5,018	5,018	5,018	5,018
Single User - Pool	5,166	4,642	3,996	1,448	962	1,086	3,113	2,475	2,500	2,500	2,500	2,500
Single User - Gymnasium	574	297	288	308	104	535	176	583	400	400	400	400
Drop In Fitness Fees	359	156	116	38	5	131	886	143	400	400	400	400
Drop In Weight Room Fees	525	406	220	32	54	332	221	348	400	400	400	400
Monthly Passes	834	766	160	190	-	171	1,229	1,826	2,000	2,000	2,000	2,000
After School Program/Day Care Fees	3,524	4,292	3,390	-	257	1,395	1,423	2,837	2,750	2,805	2,861	2,918
Concession Sales	4,274	5,303	3,376	1,290	905	2,235	4,404	5,709	5,500	5,500	5,500	5,500
Pool Rental	75	444	-	-	-	109	6,111	1,905	3,300	3,300	3,300	3,300
Gym Rental	150	953	3,544	417	1,587	2,673	1,714	2,635	2,600	2,600	2,600	2,600
Room Rental	274	95	502	-	-	114	4,006	1,252	1,500	1,500	1,500	1,500
Rentals - Tables and Chairs	457	678	165	58	-	485	314	-	165	165	165	165
Birthday Party/Event Revenue	343	630	458	219	128	2,023	2,480	2,749	3,000	3,000	3,000	3,000
Revenue - Other	-	-	-	-	-	902	-	399	-	-	-	-
Kelsey Centre Van Donations	3,662	2,821	3,634	2,314	2,904	5,244	1,335	3,194	2,500	2,500	2,500	2,500
Special Event Revenue/Donations	1,690	1,986	1,358	899	256	1,396	9,817	3,191	4,950	4,950	4,950	4,950
Afterschool Program Donations	2,450	130	204	-	-	156	30	1,250	2,500	2,500	2,500	2,500
Teen Program Donations	-	-	-	-	-			3,350	4,000	4,000	4,000	4,000
Transfer from Reserves					16,000	27,850	-	-	-	-	-	-
Total Recreation Centre Revenue	**41,219**	**30,589**	**26,275**	**8,472**	**24,522**	**59,701**	**49,031**	**49,819**	**52,486**	**52,441**	**52,497**	**52,554**
Expenditure												
Operating Expenses												
Salaries - Admin	37,393	38,000	32,823	31,029	30,644	40,998	38,104	47,050	47,335	48,282	49,248	50,233
Wages - Recreation	38,430	37,739	23,424	13,287	15,769	35,276	45,685	56,176	39,629	40,421	41,230	42,054
Wages - Custodian	9,812	8,118	4,593	7,031	4,079	8,289	4,879	7,046	5,274	5,380	5,487	5,597
Wages - Lifeguards	25,660	30,558	19,041	8,914	10,013	12,531	38,636	25,947	30,755	31,370	31,998	32,637
Payroll Costs: Admin & PW	24,862	21,196	18,911	14,964	15,161	16,957	20,490	26,200	25,022	25,522	26,033	26,553
Travel & Education - Recreation	2,953	2,526	2,461	692	1,251	7,887	594	3,843	4,000	4,000	4,000	4,000

Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Advertising	-	250	-	-	250	868	-	-	750	750	750	750
Information Technology	-	-	-	-	-	1,554	2,640	3,330	3,500	3,500	3,500	3,500
Bank Charges, Fees & Interest	-	-	-	-	46	457	530	597	600	600	600	600
Dues, Memberships & Subscriptions	262	452	262	288	274	387	1,186	966	1,000	1,000	1,000	1,000
Afterschool Supplies/Expenses	-	-	275	-	336	944	1,279	1,568	1,500	1,000	1,000	1,000
Concession	2,576	2,940	1,505	944	677	1,432	2,621	3,839	3,000	3,000	3,000	3,000
Seniors Special Events	7,973	2,315	1,154	-	-	13	199	60	250	500	500	500
Special Events Expense	4,075	5,486	3,858	899	1,756	2,896	7,163	6,238	4,000	4,000	4,000	4,000
Teen Program Expenses	-	-	-	-	-			4,440	4,000	4,000	4,000	4,000
Swim Lesson Expenses	-	-	41	-	-	709	349	506	350	550	550	550
M & R, Gas & Oil - Age Friendly Van	3,652	2,821	3,634	2,314	2,904	5,244	4,095	5,377	5,000	5,000	5,000	5,000
Office Supplies	1,012	984	1,103	367	1,290	1,497	1,982	2,540	2,000	1,500	1,500	1,500
Chemicals & Maintenance - Pool	4,560	3,721	3,525	3,198	1,518	7,044	10,916	13,070	13,500	13,500	13,500	13,500
Rec Centre Supplies	2,535	2,855	1,873	1,758	1,308	944	1,085	971	1,200	1,200	1,200	1,200
Business Travel/Meetings	-	-	-	176	360	382	195	-	650	650	650	650
Equipment - Recreation Centre	3,430	3,458	3,015	1,263	1,245	7,062	6,750	2,955	3,750	3,750	3,750	3,750
Telephone & Internet	2,691	2,794	2,633	2,981	2,027	1,856	2,773	2,190	2,861	2,918	2,977	3,036
Sub Total Operating Expenses	**171,876**	**166,213**	**124,131**	**90,105**	**90,908**	**155,478**	**192,206**	**214,928**	**199,926**	**202,394**	**205,472**	**208,611**
Building Expenses												
Salaries - Public Works	-	-	11,262	5,986	9,018	10,576	14,061	11,812	11,979	12,219	12,463	12,712
Insurance - Building	8,601	13,081	13,683	12,189	10,852	10,541	10,882	13,481	14,829	16,312	17,943	19,737
Insurance - Liability	4,878	784	772	794	959	1,376	1,424	1,452	1,597	1,756	1,932	2,125
Maintenance & Repairs - Recreation	37,163	15,596	13,029	8,752	17,498	19,786	25,446	13,295	26,000	26,000	26,000	26,000
Cleaning Supplies	583	1,492	676	1,986	1,254	1,256	1,174	1,528	1,000	1,000	1,000	1,000
Heating Fuel	25,465	32,455	27,125	20,301	32,933	42,153	24,439	43,063	32,000	35,000	35,700	36,414
Utilities	19,954	19,970	16,789	13,980	12,918	15,254	27,048	18,684	25,000	25,750	26,523	27,318
Sub Total Building Expenses	**96,644**	**83,378**	**83,336**	**63,988**	**85,432**	**100,944**	**104,474**	**103,314**	**112,404**	**118,037**	**121,560**	**125,307**
Total Recreation Centre Expenditure	**268,520**	**249,591**	**207,467**	**154,093**	**176,340**	**256,421**	**296,679**	**318,242**	**312,331**	**320,431**	**327,032**	**333,918**
Net Recreation Centre	**(227,301)**	**(219,002)**	**(181,192)**	**(145,621)**	**(151,818)**	**(196,720)**	**(247,649)**	**(268,424)**	**(259,845)**	**(267,990)**	**(274,535)**	**(281,364)**

Description	Account Codes	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Notes
RECREATION CENTRE															
Revenue															
Grants - Recreation	01-01-06-0140	-	-	-	-	-	7,978	-	5,000	5,000	5,000	5,000	5,000	5,000	
Kelsey Centre Gift Certificates	01-01-06-0167	-	-	24	-	-		30	120	100	-	-	-	-	
Age Friendly Program Revenue	01-01-06-0168	12,491	845	-	55	-	1,030	1,011	722	900	900	900	900	900	
Swim Lesson Fees	01-01-06-0169	-	-	1,195	-	-	1,210	4,250	4,024	3,003	3,003	3,003	3,003	3,003	
Ten Pack	01-01-06-0171	4,371	6,145	3,645	1,204	1,360	2,645	6,480	6,107	5,018	5,018	5,018	5,018	5,018	
Single User - Pool	01-01-06-0173	5,166	4,642	3,996	1,448	962	1,086	3,113	2,475	2,500	2,500	2,500	2,500	2,500	
Single User - Gymnasium	01-01-06-0174	574	297	288	308	104	535	176	583	400	400	400	400	400	
Drop In Fitness Fees	01-01-06-0177	359	156	116	38	5	131	886	143	400	400	400	400	400	
Drop In Weight Room Fees	01-01-06-0178	525	406	220	32	54	332	221	348	400	400	400	400	400	
Monthly Passes	01-01-06-0179	834	766	160	190	-	171	1,229	1,826	2,000	2,000	2,000	2,000	2,000	
After School Program/Day Care Fees	01-01-06-0182	3,524	4,292	3,390	-	257	1,395	1,423	2,837	2,750	2,805	2,861	2,918	2,977	
Concession Sales	01-01-06-0183	4,274	5,303	3,376	1,290	905	2,235	4,404	5,709	5,500	5,500	5,500	5,500	5,500	
Pool Rental	01-01-06-0185	75	444	-	-	-	109	6,111	1,905	3,300	3,300	3,300	3,300	3,300	
Gym Rental	01-01-06-0186	150	953	3,544	417	1,587	2,673	1,714	2,635	2,600	2,600	2,600	2,600	2,600	
Room Rental	01-01-06-0187	274	95	502	-	-	114	4,006	1,252	1,500	1,500	1,500	1,500	1,500	
Rentals - Tables and Chairs	01-01-06-0188	457	678	165	58	-	485	314	-	165	165	165	165	165	
Birthday Party/Event Revenue	01-01-06-0189	343	630	458	219	128	2,023	2,480	2,749	3,000	3,000	3,000	3,000	3,000	
Revenue - Other	01-01-06-0192	-	-	-	-	-	902	-	399	-	-	-	-	-	
Kelsey Centre Van Donations	01-01-06-0270	3,662	2,821	3,634	2,314	2,904	5,244	1,335	3,194	2,500	2,500	2,500	2,500	2,500	
Special Event Revenue/Donations	01-01-06-0271	1,690	1,986	1,358	899	256	1,396	9,817	3,191	4,950	4,950	4,950	4,950	4,950	
Afterschool Program Donations	01-01-06-0272	2,450	130	204	-	-	156	30	1,250	2,500	2,500	2,500	2,500	2,500	
Teen Program Donations	01-01-06-0274	-	-	-	-	-			3,350	4,000	4,000	4,000	4,000	4,000	
Transfer from Reserves						16,000	27,850	-	-	-	-	-	-	-	
Total Recreation Centre Revenue		**41,219**	**30,589**	**26,275**	**8,472**	**24,522**	**59,701**	**49,031**	**49,819**	**52,486**	**52,441**	**52,497**	**52,554**	**52,613**	
Expenditure															
Operating Expenses															
Salaries - Admin	01-02-06-0350	37,393	38,000	32,823	31,029	30,644	40,998	38,104	47,050	47,335	48,282	49,248	50,233	51,237	
Wages - Recreation	01-02-06-0352	38,430	37,739	23,424	13,287	15,769	35,276	45,685	56,176	39,629	40,421	41,230	42,054	42,895	
Wages - Custodian	01-02-06-0353	9,812	8,118	4,593	7,031	4,079	8,289	4,879	7,046	5,274	5,380	5,487	5,597	5,709	
Wages - Lifeguards	01-02-06-0354	25,660	30,558	19,041	8,914	10,013	12,531	38,636	25,947	30,755	31,370	31,998	32,637	33,290	
Payroll Costs: Admin & PW	01-02-06-0370	24,862	21,196	18,911	14,964	15,161	16,957	20,490	26,200	25,022	25,522	26,033	26,553	27,085	
Travel & Education - Recreation	01-02-06-0380	2,953	2,526	2,461	692	1,251	7,887	594	3,843	4,000	4,000	4,000	4,000	4,000	
Advertising	01-02-06-0400	-	250	-	-	250	868	-	-	750	750	750	750	750	
Information Technology	01-02-06-0414	-	-	-	-	-	1,554	2,640	3,330	3,500	3,500	3,500	3,500	3,500	
Bank Charges, Fees & Interest	01-02-06-0420	-	-	-	-	46	457	530	597	600	600	600	600	600	
Dues, Memberships & Subscriptions	01-02-06-0435	262	452	262	288	274	387	1,186	966	1,000	1,000	1,000	1,000	1,000	
Afterschool Supplies/Expenses	01-02-06-0437	-	-	275	-	336	944	1,279	1,568	1,500	1,000	1,000	1,000	1,000	
Concession	01-02-06-0438	2,576	2,940	1,505	944	677	1,432	2,621	3,839	3,000	3,000	3,000	3,000	3,000	
Seniors Special Events	01-02-06-0439	7,973	2,315	1,154	-	-	13	199	60	250	500	500	500	500	
Special Events Expense	01-02-06-0440	4,075	5,486	3,858	899	1,756	2,896	7,163	6,238	4,000	4,000	4,000	4,000	4,000	
Teen Program Expenses	01-02-06-0441	-	-	-	-	-			4,440	4,000	4,000	4,000	4,000	4,000	
Swim Lesson Expenses	01-02-06-0442	-	-	41	-	-	709	349	506	350	550	550	550	550	
M & R, Gas & Oil - Age Friendly Van	01-02-06-0480	3,652	2,821	3,634	2,314	2,904	5,244	4,095	5,377	5,000	5,000	5,000	5,000	5,000	
Office Supplies	01-02-06-0510	1,012	984	1,103	367	1,290	1,497	1,982	2,540	2,000	1,500	1,500	1,500	1,500	
Chemicals & Maintenance - Pool	01-02-06-0515	4,560	3,721	3,525	3,198	1,518	7,044	10,916	13,070	9,500	13,500	13,500	13,500	13,500	
Rec Centre Supplies	01-02-06-0516	2,535	2,855	1,873	1,758	1,308	944	1,085	971	1,200	1,200	1,200	1,200	1,200	
Business Travel/Meetings	01-02-06-0518	-	-	-	176	360	382	195	-	650	650	650	650	650	
Equipment - Recreation Centre	01-02-06-0529	3,430	3,458	3,015	1,263	1,245	7,062	6,750	2,955	3,750	3,750	3,750	3,750	3,750	
Telephone & Internet	01-02-06-0540	2,691	2,794	2,633	2,981	2,027	1,856	2,773	2,190	2,861	2,918	2,977	3,036	3,097	
Sub Total Operating Expenses		**171,876**	**166,213**	**124,131**	**90,105**	**90,908**	**155,478**	**192,206**	**214,928**	**195,926**	**202,394**	**205,472**	**208,611**	**211,814**	
Building Expenses															
Salaries - Public Works	01-02-06-0360	-	-	11,262	5,986	9,018	10,576	14,061	11,812	11,979	12,219	12,463	12,712	12,966	
Insurance - Building	01-02-06-0445	8,601	13,081	13,683	12,189	10,852	10,541	10,882	13,481	14,829	16,312	17,943	19,737	21,711	
Insurance - Liability	01-02-06-0447	4,878	784	772	794	959	1,376	1,424	1,452	1,597	1,756	1,932	2,125	2,338	
Maintenance & Repairs - Recreation	01-02-06-0450	37,163	15,596	13,029	8,752	17,498	19,786	25,446	13,295	26,000	26,000	26,000	26,000	26,000	
Cleaning Supplies	01-02-06-0454	583	1,492	676	1,986	1,254	1,256	1,174	1,528	1,000	1,000	1,000	1,000	1,000	
Heating Fuel	01-02-06-0550	25,465	32,455	27,125	20,301	32,933	42,153	24,439	43,063	27,500	35,000	35,700	36,414	37,142	
Utilities	01-02-06-0555	19,954	19,970	16,789	13,980	12,918	15,254	27,048	18,684	25,000	25,750	26,523	27,318	28,138	
Sub Total Building Expenses		**96,644**	**83,378**	**83,336**	**63,988**	**85,432**	**100,944**	**104,474**	**103,314**	**107,904**	**118,037**	**121,560**	**125,307**	**129,295**	
Total Recreation Centre Expenditure		**268,520**	**249,591**	**207,467**	**154,093**	**176,340**	**256,421**	**296,679**	**318,242**	**303,831**	**320,431**	**327,032**	**333,918**	**341,108**	
Net Recreation Centre		**-227,301**	**-219,002**	**-181,192**	**-145,621**	**-151,818**	**-196,720**	**-247,649**	**-268,424**	**-251,345**	**-267,990**	**-274,535**	**-281,364**	**-288,496**	
						Total - 2017 to 2024			**-1,637,727**			**Total - 2017 to 2029**		**-3,001,455**	

Kelsey Centre Asset Life Cycle

Asset	Service Life	Age	%of SL	LiOF	Cof	Risk	Priority Class	Scheduled Replacement Year	Scheduled Second Replacement	Replacement Cost
Kelsey Centre / Municipal Hall 1	70	49	70%	200%	2	4	3	2044	2114	**$ 852,000.00**
Kelsey Centre / Municipal Hall 2	70	49	70%	200%	2	4	3	2044	2114	**$ 633,000.00**
Kelsey Centre / Municipal Hall 3	70	49	70%	200%	2	4	3	2044	2114	**$ 1,680,000.00**
Kelsey Centre / Municipal Hall 4	70	49	70%	200%	2	4	3	2044	2114	**$ 1,256,000.00**
									Total	**$ 4,421,000.00**

URBAN SYSTEMS MEMORANDUM

DATE: April 25, 2023
TO: Keir Gervais, Village of Sayward
CC: Lisa Clark, Tony Leggat, Village of Sayward
FROM: Steven Olson, Urban Systems
FILE: 2906.0008.01
SUBJECT: Infrastructure Risk Assessment Criteria and Framework – Draft For Discussion

1.0 INTRODUCTION

This memorandum outlines findings through the asset inventory and risk assessment process that constitutes phase one of the development of an updated asset management program for the Village of Sayward. Urban Systems has undertaken a review of available inventory data for the Village to compile and confirm the asset inventory as well as define asset classes as a basis for the formulation of risk assessment criteria and framework. The resulting consequence and likelihood of failure assessment have for primary objective in supporting and refining a prioritized capital project list and capital planning that will take place in phase two of the project.

1.1 BACKGROUND

In 2016, the Village of Sayward completed an Asset Management Program including a strategy and policy for roads, linear water, sanitary sewer, and storm drainage infrastructure that was adopted the following year by Village Council. Several next steps were later identified by staff and Council members to help the strategy to become more implementable and capable of guiding decision-making processes for prioritizing capital project planning.

Urban System subsequently helped the Village put together a successful application with the Federation of Canadian Municipalities for a grant under the Municipal Asset Management Program (MAMP) to develop these next steps. The asset management implementation program for the Village of Sayward was devised to address key challenges faced by the Village such as infrastructure funding shortfalls from a small tax base, aging infrastructures, and staff turnover and limited internal capacity. The proposal for the initial phase includes updating the current asset inventory listings and associated GIS maps to develop a methodology for ranking assets classes using a risk and consequences framework. The resulting score cards seek to:

- provide a roadmap linking infrastructure investment decisions to service outcomes,
- Provide guidance on the financial needs of an infrastructure renewal model
- developing realistic and implementable tools for successful service delivery options; and
- Provide a tool to support financial decisions with respect to infrastructure renewal (Ie: helping decide where to focus current funding dollars).

2.0 METHODOLOGY

2.1 INFORMATION GATHERING

Asset inventory is the critical component of asset management planning. Urban Systems reviewed all available inventory listings from the Village office and existing database from the Strathcona Regional District GIS

database. These steps provided an opportunity to verify and update existing assets and elaborate the following asset classes:

- Water distribution system
- Sanitary sewer collection system
- Storm sewer collection system
- Road systems
- Buildings
- Vehicles
- Equipment

These updated asset classes were used to develop a standardized rating system to describe and confirm the needed attention of the asset conditions. A GIS base mapping system was also developed for the asset classes at this stage and is included as Appendix A of this memo.

2.2 ASSUMPTION AND DATA GAPS

To complete the project, an in-depth review of the Village's GIS data was completed and found that the data was good with minor data gaps requiring assumptions to be made. The data gaps included missing asset information such as asset sizes, material, and installation years.

To address the data gaps, the following assumptions were made:

- Sanitary and watermain pipes missing diameters were assigned a diameter of 200mm
- Stormwater pipes missing diameters were assigned a diameter of 250mm
- Mains missing installation date was assumed to be 1968
- Mains missing material type were assumed to have a life expectancy of 60 years

Ditching infrastructure was also not included in the village's GIS data. All ditches that are attached to roadways were assumed to be a part of the roadway structure and not separated out. Ditches not attached to the roadway, like through the central park were added as assets and assigned age and condition values manually with the specific details to be confirmed. The village also has a limited record of piping breaks or failure history, and to accurately classify the condition of the infrastructure, the age is the main factor to determine the condition.

2.3 STANDARD RATING SYSTEM

Determining the risk of the infrastructure is a way of defining which assets should be replaced. Asset rating can be broken out into two categories, one being the likelihood of failure, and the other being the consequence of failure, explained in detail below.

2.3.1 Service Life – Likelihood of Failure

The likelihood of failure is intended to provide guidance on when a specific asset has reached its service life and would be expected to need replacement. While reaching the service life does not guarantee failure, it has been documented that assets who have reached their service life are more likely to start to require more effort and

cost to maintain and should be considered high priority for replacement. Based on observations from similar asset inventory condition assessments on Vancouver Island the following service life values have been proposed (Table 1). This asset type service table should be a living document in the future and updated as information is learned or adjusted based on operating experience.

Table 1 – Material Service Life Estimates

Pipe Materials	Service Life	Sanitary Systems	Service Life	Road Systems	Service Life
Asbestos Cement	60	Sanitary Lift Station	50	Loose (Gravel)	10
PVC	85	Pumps	25	Rough (Paved)	25
Concrete	60	Piping	50	Paved	50
HDPE	100	Controls	25		
Ductile Iron	110	Chamber and structures	50		
CMP (Corrugated Metal Pipe)	50				

These values have been added to a risk matrix to provide a relative condition of each asset item as a percentage point of the service life.

Linear asset classes were evaluated based on a set of criteria for quantifying the likelihood of failure by assigning a score from one (least likely) up to five for the most likely to fail. The percentage of service life accrued at the time of assessment based on the pipe network material was one of the bases for classification. To create more texture to the assessment and to capture specific circumstances in the local networks, breakage history or observed pipe conditions could also used in the future to further inform ranking criterion. Table 2 shows the ranking scheme for a typical linear structure such as watermains.

Table 2 – Likelihood of Failure

Likelihood of failure	% of Service Life (SL)		Break History Count
5	Asset more than 150% of SL	OR	3
4	Asset age 110% to 150% of SL	OR	2
3	Asset age 90% to 110% of SL	OR	1
2	Asset age 50% to 90% of SL	OR	
1	Asset age <50% of SL	OR	

2.3.2 Consequence of Failure

The second consideration to determine the asset risk score is to evaluate the consequence of failure for the asset. For the village, the consequences can be judged by using a mixed criteria of financial, environmental, and social impacts which are also referred to as the triple bottom line. Financial impacts could include collateral damages caused by the failure, legal costs, and costs resulting from shutting down or limiting operations. Environmental impacts could include contamination to the environment, violations and fines, and loss of habitat or impacts to

wildlife. Social impacts could include impacts to public health and safety, community resources, and public image.

The below figure was used to assist in assigning the village's assets. This table is meant to be general enough so that different asset categories could all be assessed under a single ranking category.

Table 3: Consequence of Failure Ratings

Consequence of Failure	Description	Example
5	Health and safety or public is at risk from asset failure. Exceedance of permit limits	Sewage treatment plant, water treatment plant and reservoirs, sewage lift stations.
4	Major damage to major assets or private property Potential to negatively harm the environment Potential to cause impacts to wildlife	Major water and sewer trunk mains, major roadways.
3	Disruption to businesses Disruption to staff and operations Repair requires working within private lots and remediation	Secondary larger water and sewer mains.
2	Disruption to less than 15% of serviced lots	Local roads and local water and sewer mains.
1	No identifiable consequences Disruption to less than 5% of serviced lots	Services and lanes

The consequence score can be adjusted based on local priorities. If community priorities change, the above table can be adjusted or revised to determine which assets would be most consequential to the village's operations, and thus, be brought forward as a priority for replacement programs. This also applies for the consequence rankings of the assets and the assigned values are meant to be updated throughout time.

2.3.3 Condition Risk Score

Using both the consequence and likelihood scores from the above sections, they are then multiplied together for each asset to provide an overall risk score as shown in Table 4. The overall risk score is a tool that can be used to justify or determine which assets would require replacement before other assets or to understand the overall health of the system and support long term replacement programs.

Table 4 – Condition Risk Score Matrix

CONSEQUENCE					
5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5
	LIKELIHOOD OF FAILURE				

These risk scores can then be broken down into priority categories where sections of projects can be put into replacement programs and investigated in further depth. The categories would be from Priority 1 (highest) to Priority 3 (lowest) and are described in further below.

- Priority 1:
  - Assets under this category are considered high priority from a risk perspective and should be put into the 5-year replacement project list.
  - Defined as having a condition risk score of 15 or greater.
- Priority 2:
  - Assets under this category are lower risk and should be put into a 5-15 year replacement project list.
  - Defined as having a condition risk score of 8 to 12.
- Priority 3:
  - Assets under this category should be considered low risk and likely not be considered on a replacement list until reaching a priority 2 level. The value for replacement should be considered for the village's operation budget and planning.
  - Defined as having a condition risk score of 1 to 7.

2.3.4 Capacity considerations

While this report starts to paint a picture of asset replacement based on age and risk what it cannot do is help understand infrastructure needs from a capacity perspective. Typically, most municipal assets have been historically replaced due to capacity constraints rather than condition. We understand the Village may be undertaking water and sewer master plans that will help support decisions from this perspective. This report should be reviewed in conjunction with other known areas of concerns such as infrastructure capacity or drainage issues that are documented.

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3.0 RESULTS

Below are the summary tables for the village's infrastructure broken down into the priority categories and the associated replacement values for each of the major asset classes. The full list of priority 1 and priority 2 assets are included in Appendix B which include a summary of individual assets, their age, attributes, and individual replacement costs.

3.1 ROADWAY INFRASTRUCTURE

It was found that there were no priority 1 and 2 roadway systems with the town in comparison to the risk associated with the other asset classes like sewer and water. Roadways also typically benefit from on the ground condition inspections. While the age of a roadway's indicative of its service life we know that roads will see different condition factors and will degrade at different level in the field. Roadway condition scores will be discussed further in this program. As noted above based on service life and risk there are no major road upgrades expected with the next 5 years which may not reflect the actual road conditions in the village.

With roadways, it may also be considered to align roadway replacements to the underground infrastructure replacement programs.

Table 5 – Replacement Costs based on Priority Rankings for Roads

Roadways	Length (m)	Replacement Cost
Priority 1 (5 Year)	-	$0
Priority 2 (5-15 Year)	-	$0
Priority 3	16,843	$14,086,000

3.2 SEWER INFRASTRUCTURE

Sewer systems include all items required with transportation and disposal of the wastewater system which are:

- Gravity sewer mains and manholes
- Lift stations and force mains
- Wastewater Treatment plant

Through the risk assessment, it was determined that there was the lift station at 560 Kelsey Road that was classified as a priority 1 asset. This is due to lift stations having a high consequence of failure, and the age of the lift station being more that 55 years old. As a budgetary estimate, the value of the lift station for replacement is totaled at $500,000 but could be addressed with maintenance activities or upgrades to lengthen the service life of the asset.

Looking ahead further to priority 2 projects, there are a large amount of sewer mains (2,848m) that are reaching their estimated service life in 2028. They are largely made up of 150-200mm AC sewer mains located along Kelsey

Way, MacMillan Drive and Sayward Road. These mains are a higher risk subset of a large group of sewer mains that were installed in 1968. Table 6 below outlines the breakdown between the priority classes along with estimated costs and asset count information.

Table 6 – Replacement Costs based on Priority Rankings for Sewer

Sewer	Main Length (m)	Individual Assets	Replacement Cost
Priority 1 (5 Year)	-	1	$500,000
Priority 2 (5-15 Year)	2,848	2	$3,799,000
Priority 3	14,972	2	$8,043,000

3.3 WATER INFRASTRUCTURE

Water infrastructures include all items required for the distribution and supply of drinking water and fire supply which are:

- Water reservoir and disinfection equipment
- Linear mains, fittings, valves, and services
- Fire hydrants and other connection points

Through the risk assessment, it was determined that is a single section of watermain that was classified as a priority 1 asset, being a 102m length 200mm AC pipe installed in 1968 that was a large part of the water distribution for the entire village of Sayward which is located near 570 MacMillan Drive. Based on the risk assessment It is recommended that this section of watermain would be the number 1 priority for replacement or provide a secondary redundant water feed line to the village.

Priority 2 assets identified are a mix of 150 and 200mm AC mains also installed in 1968 and service a large portion of the village's critical infrastructure. These should be planned for replacement within the next 5 years. Table 7 below outlines the breakdown between the priority classes along with estimated costs and asset count information.

Table 7 – Replacement Costs based on Priority Rankings for Water

Water	Length (m)	Replacement Cost
Priority 1 (5 Year)	102	$89,000
Priority 2 (5-15 Year)	523	$427,000
Priority 3	5,669	$8,043,000

3.4 STORMWATER INFRASTRUCTURE

Stormwater infrastructures include all items required for the distribution and movement of rain and groundwater which are:

- Culverts, manholes and piping

- Catch basins and service leads
- Ditching and headwalls

Through the risk assessment, it was determined that there were no priority 1 or 2 mains based on condition and risk alone. This would be to say, stormwater infrastructure should not be the leading reason for replacement programs. However, we do know that the Village needs upgrades due to flooding and drainage concerns at several locations. These upgrades have been identified based on flooding and other concerns brought forward through studies and on the ground experience.

Table 8 below outlines the breakdown between the priority classes along with estimated costs and asset count information.

Table 8 – Replacement Costs based on Priority Rankings for Storm

Storm	Length (m)	Replacement Cost
Priority 1 (5 Year)	-	$0
Priority 2 (5-15 Year)	-	$0
Priority 3	3189	$4,817,000

3.5 BUILDING INFRASTRUCTURE

Building infrastructure includes all buildings and shelters that are owned and operated by the village. Building assets and condition assessments have been previously compiled as part of the previous asset management work completed in 2019. The age of buildings alone is not able to determine condition or priorities as buildings typically have gone through renovations and upgrades from time to time that can drastically change the needs and overall condition of a building. Similarly, buildings are rarely completely replaced but rather upgraded or expanded.

Referring to the building condition assessments completed in 2019, they outline detailed items like; fire protection system, plumbing fixtures, hot water heating fixtures, etc., which provide a better understanding of the needs.

3.6 EQUIPMENT AND VEHICLES

Equipment and vehicles are a broad category that includes:

- Fire protection vehicles and village vehicles
- Operational equipment like mowers and tractors
- Park features such as baseball diamonds and tennis courts
- Village electronic equipment such as generators and computers

Through the risk assessment, it was determined that there was a priority 1 asset which was the fire rescue vehicle #33. It is currently past its service life and should be re-assessed to determine if the service life should be extended, upgrades made, or planned for replacement. The priority 2 assets that were found were the fire rescue vehicle #3

and breathing apparatuses for fire protection. These priority 1 and 2 assets are identified due to the consequence of failure, relating to fire safety, to the village and are identified as important assets. Table 10 below outlines the breakdown between the priority classes along with estimated costs and asset count information.

Table 9 – Replacement Costs based on Priority Rankings for Equipment

Equipment	Number of Assets	Replacement Cost
Priority 1 (5 Year)	1	$287,500
Priority 2 (5-15 Year)	2	$587,000
Priority 3	22	$2,472,500

*Individual Assets are defined as buildings, vehicles, equipment.

The above noted Priority 1 vehicle corresponds to rescue vehicle #33. This vehicle has been identified based on the age of the vehicle and the risk associated with it.

3.7 SAMPLE PROJECTS

For the purposes of understanding the scope of what a Priority 1 project would be, 3 selected projects have been identified in Table 10. When a high-risk project is identified, parallel infrastructure, roadway length and reinstatement is included in the project costs.

Table 90 – Sample Projects determined from Condition Risk Scoring

Project Name	Description	Cost
Rescue Vehicle (#33)	Replacement value of the firetruck*. To confirm if truck should be replaced with a similar or different model based on Village's needs.	$287,500
Lift Station Replacement	560 Kelsey Way Lift station	$1,670,000
	Include 200mm AC forcemain attached to lift station Include 200mm AC watermain running parallel to force main Include Roadway resurfacing for Kelsey Way	
Watermain	101m of 200mm AC pipe that acts as the distribution main for the entire village – upgrade to DI or other material with longer service life 100m of 300mm CMP culvert running parallel to watermain – upgrade to HDPE or other materials with longer service life	$219,095

* Based on the estimate from Onsite Engineering in 2019 with inflation rates since purchase date.

3.8 COST TO REPLACE THE ASSETS

The replacement costs for linear assets were determined using unit rates developed from actual construction costs from the mid island area and represent 2023 dollars. These rates include a 15% allowance for engineering, and a 25% contingency. These rates assume a standard construction method involving open trench excavation and reinstatement. It does not consider rehabilitation methods like pipe relining as the current pipe conditions are not known and would need to be assessed at the time of replacement planning and design.

Values for the building, vehicles, and equipment were taken from the Village's Tangible Capital Assets (TCA) spreadsheet and required adjustments due to inflation as the prices recorded are based on the commissioning date.

3.9 HOW MUCH MONEY NEEDS TO BE INVESTED ANNUALLY

Along with identifying priority projects, this program aims to determine the annual investment that is required to operate and maintain the Villages existing assets. The below graphs are based on the assets being replaced once the service life has been reached. It does not consider repairs, upgrades or maintenance that may be able to extend the service life. Individual assets should be looked at in closer detail for ways to be able to prolong the service life. These graphs are meant to be used to estimate the average annual investment value to be able to plan for the future.

In the case of the linear infrastructure, there is a large amount of piping that was installed in 1968 that will be reaching its service life in 2028. Based on the above risk assessments, these will not all fail at the same time and do not need to be replaced in that year but should be planned for replacement, spread over the upcoming years. The 30-year average annual investment for linear infrastructure was estimated to be $333,000, and individual assets of $468,000. That is to say that an average investment of approximately $800,000 would be required moving into the future to plan for future infrastructure replacement needs.

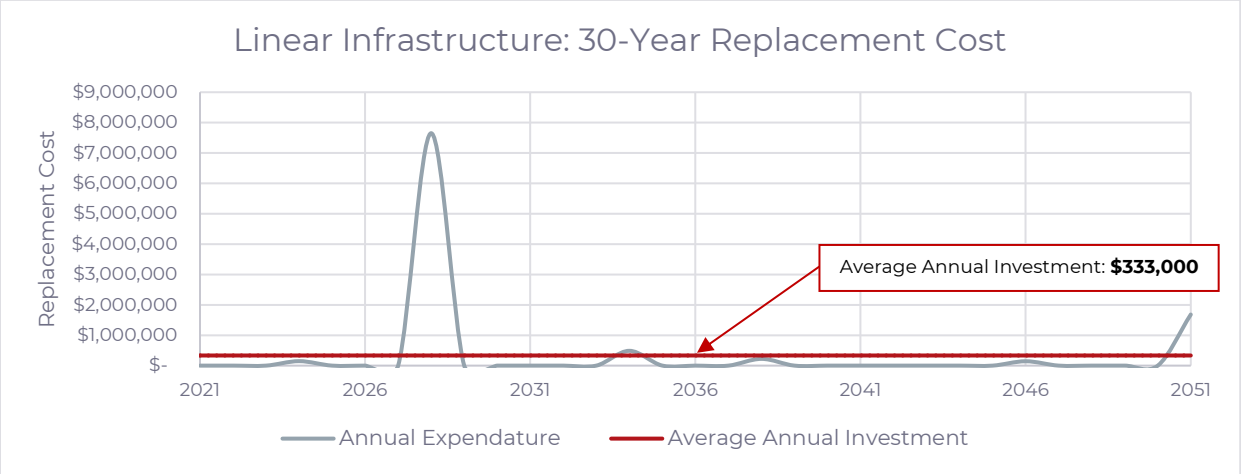


Figure 1: Linear Infrastructure replacement Costs

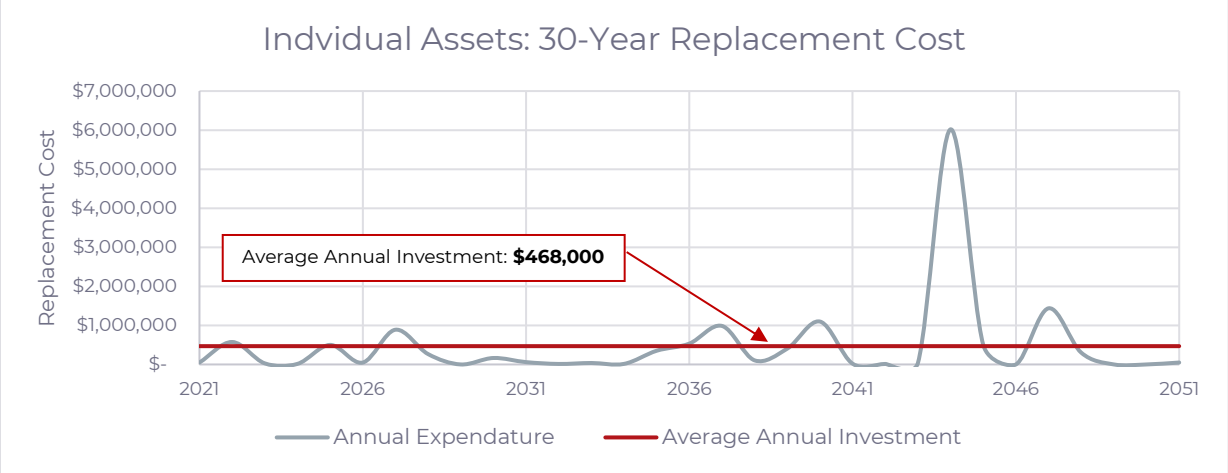


Figure 2: Individual Infrastructure replacement Costs

4.0 CLIMATE CHANGE ADAPTATION

Assets affected by climate change may be:

- Drainage sizing due to changing weather patterns
- Fire safety in dry months
- Droughts affecting the water supply system for the village

A way that climate change adaptation can be integrated into the village's asset inventory would be to add the infrastructure capacity information to the subject category. In the example of stormwater systems, a drainage study may be used to determine the current estimated capacities. Then using climate change modelling for increased rainfall events can be inputted into the capacity model and review if there is any inadequate infrastructure. Accounting for climate change is a way through mitigation and preparedness that the village can prepare for storm events while also repairing or replacing their existing and aging infrastructure.

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5.0 CLOSURE

As noted above, the goal of this memo was to provide a summary of the findings regarding the asset inventory, risk assessment and considerations for climate change adaptation. Further discussion with the village should take place to confirm missing asset information. The village staff should be consulted to confirm condition priorities or preferred service objectives and priorities.

Sincerely,

URBAN SYSTEMS LTD.

Steven Olson, EIT
Project Engineer

Eric Sears, P.Eng
Municipal Engineer

cc: Sydney Rankmore, Community Planner – Urban Systems

/Rt/So
Enclosure:
Appendix A – Village Utility Asset Map
Appendix B – Risk Table – Priority 1 and 2

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DRAFT

Village of Sayward

200

Metres

A1

A2

B1

B2

C1

C2

D1

D2

E1

E2

E3

Sayward Rd

Kelsey Lane

Hemlock St

Balsam St

Skeena St

Dyer Dr

Sayward Hts

Ambleside Dr

Spar St

MacMillan Dr

Balsam Way

Kelsey Way

Johnstone Strait

SALMON RIVER 1 (K'ÓMOKS)

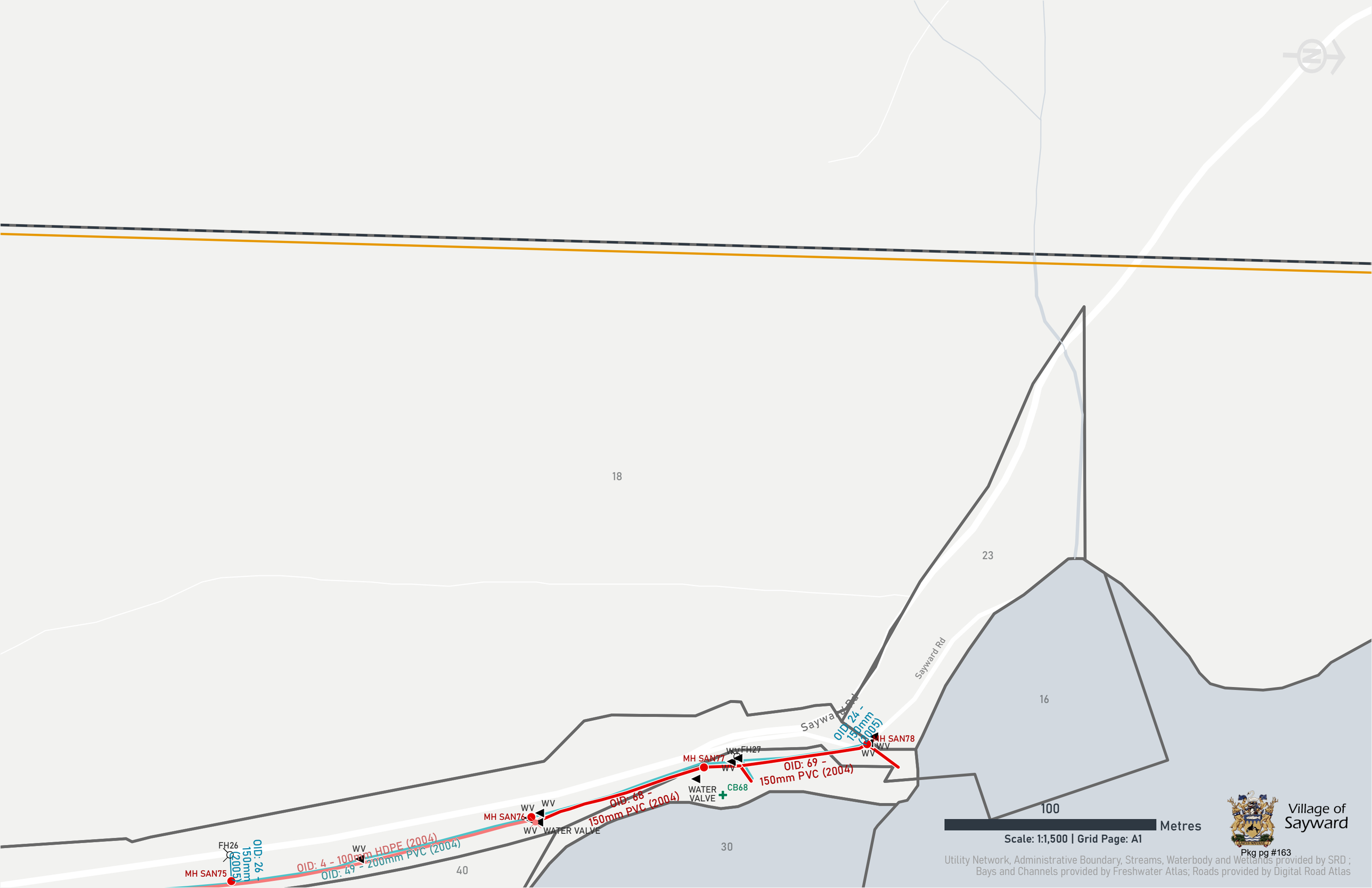
Village of Sayward

15

km

- Sanitary Lift Station
- Sanitary Manhole
- Catch Basin
- Storm Manhole
- Water Hydrant
- Water Faucet
- Water Meter
- Water Service
- Water Valve
- Water Vault
- Sewer Outfall
- Gravity Sewer
- Sanitary Forcemains
- Culverts
- Storm Sewer
- Watermain
- Hydrant Leads
- Wetland
- Waterbody
- Parcel
- Service Boundary
- Village of Sayward Administrative Boundary

Utility Network, Administrative Boundary, Streams, Waterbody and Wetlands provided by SRD ; Bays and Channels provided by Freshwater Atlas; Roads provided by Digital Road Atlas


18
23
16
30
40
Sayward Rd
Sayward Rd
MH SAN75
FH26
OID: 26 - 150mm (2005)
WV
OID: 4 - 100mm HDPE (2004)
OID: 49 - 200mm PVC (2004)
MH SAN76
WV
WV
WV
WATER VALVE
OID: 68 - 150mm PVC (2004)
MH SAN77
WV
FH27
WV
WATER VALVE
CB68
OID: 69 - 150mm PVC (2004)
OID: 24 - 150mm (2005)
MH SAN78
WV
WV
100
Metres
Scale: 1:1,500 | Grid Page: A1
Village of Sayward
Pkg pg #163
Utility Network, Administrative Boundary, Streams, Waterbody and Wetlands provided by SRD ;
Bays and Channels provided by Freshwater Atlas; Roads provided by Digital Road Atlas

OID: 3 - 100mm HDPE (2004)
OID: 48 - 200mm PVC (2004)
CB66
OID: 4 - 100mm HDPE (2004)
MH SAN75
30
40
80
OID: 0 - 200mm PVC (1995)

100
Metres
Scale: 1:1,500 | Grid Page: A2

Village of Sayward

Pkg pg #164

Utility Network, Administrative Boundary, Streams, Waterbody and Wetlands provided by SRD ; Bays and Channels provided by Freshwater Atlas; Roads provided by Digital Road Atlas

89

83

77

79

18

Sayward Rd

OID: 46 - 250mm PVC (1968)

OID: 2 - 100mm HDPE (2004)

OID: 22 - 150mm (2005)

WV
FH24

Kelsey Lane

WV

OID: 81 - 150mm PVC (1990)

WV

OID: 47 - 250mm PVC (2004)

FH25
WV

OID: 51 - 200mm PVC (2004)

OID: 6 - 100mm HDPE (2004)

OID: 48 - 200mm PVC (2004)

100
Metres

Scale: 1:1,500 | Grid Page: B1

Village of Sayward

Pkg pg #165

Utility Network, Administrative Boundary, Streams, Waterbody and Wetlands provided by SRD ; Bays and Channels provided by Freshwater Atlas; Roads provided by Digital Road Atlas

WATER
PRESS
VALVE

MH SAN74

OID: 3 - 100mm HDPE (2004)

FH28

OID: 27 - 150mm (2005)

Sayward Rd

OID: 48 - 200mm PVC (2004)

80

OID: 0 - 200mm PVC (1995)

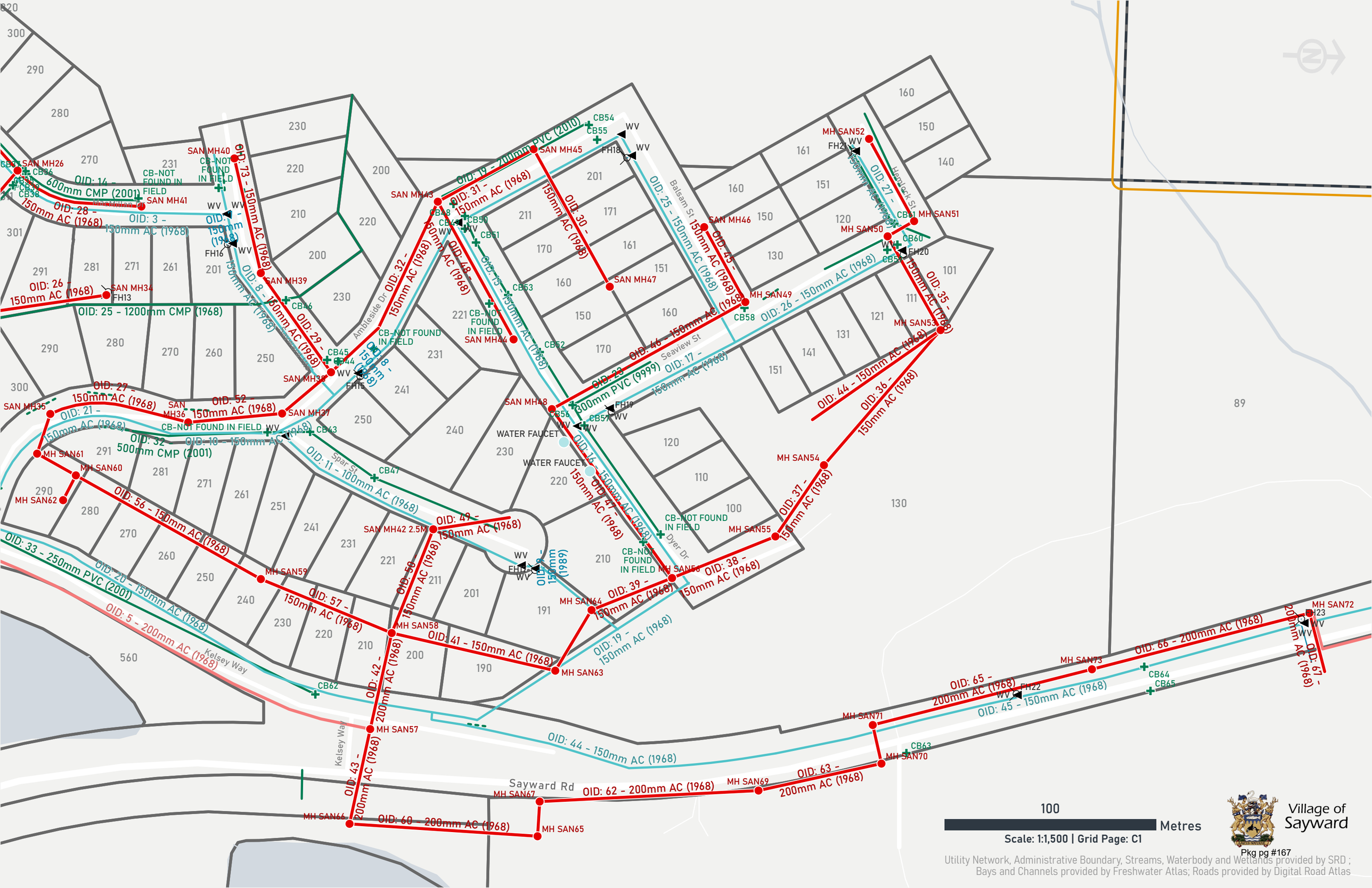
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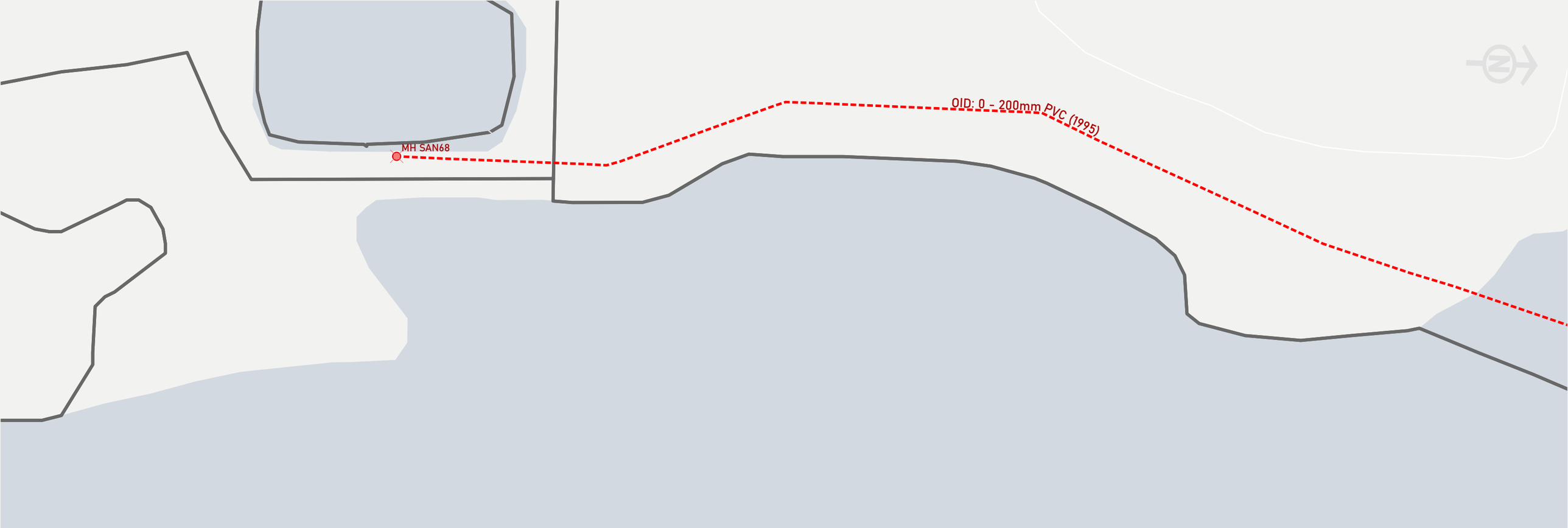
Metres

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Village of Sayward

Utility Network, Administrative Boundary, Streams, Waterbody and Wetlands provided by SRD
Bays and Channels provided by Freshwater Atlas; Roads provided by Digital Road Atlas


SAN MH26
CB36
CB37
CB38
OID: 14 - 600mm CMP (2001)
OID: 28 - 150mm AC (1968)
SAN MH41
CB-NOT FOUND IN FIELD
SAN MH40
OID: 73 - 150mm AC (1968)
OID: 3 - 150mm AC (1968)
OID: 26 - 150mm AC (1968)
SAN MH34
FH13
OID: 25 - 1200mm CMP (1968)
FH16
SAN MH39
CB46
OID: 8 - 150mm AC (1968)
OID: 29 - 150mm AC (1968)
CB45
CB44
SAN MH38
FH15
OID: 27 - 150mm AC (1968)
SAN MH35
SAN MH36
OID: 52 - 150mm AC (1968)
SAN MH37
OID: 21 - 150mm AC (1968)
CB-NOT FOUND IN FIELD
CB43
OID: 32 - 500mm CMP (2001)
OID: 10 - 150mm AC (1968)
MH SAN61
MH SAN60
MH SAN62
OID: 56 - 150mm AC (1968)
Spar St
OID: 11 - 100mm AC (1968)
CB47
OID: 33 - 250mm PVC (2001)
OID: 20 - 150mm AC (1968)
OID: 5 - 200mm AC (1968)
Kelsey Way
MH SAN59
OID: 57 - 150mm AC (1968)
CB62
MH SAN57
OID: 43 - 200mm AC (1968)
OID: 42 - 200mm AC (1968)
MH SAN58
OID: 41 - 150mm AC (1968)
OID: 50 - 150mm AC (1968)
SAN MH42 2.5M
OID: 49 - 150mm AC (1968)
OID: 9 - 150mm (1989)
WV
FH17
MH SAN64
OID: 39 - 150mm AC (1968)
MH SAN63
OID: 19 - 150mm AC (1968)
SAN MH43
OID: 32 - 150mm AC (1968)
Ambleside Dr
OID: 19 - 200mm PVC (2010)
SAN MH45
OID: 31 - 150mm AC (1968)
OID: 30 - 150mm AC (1968)
SAN MH47
CB54
CB55
FH18
CB48
CB49
CB50
CB51
OID: 48 - 150mm AC (1968)
OID: 15 - 150mm AC (1968)
CB53
CB-NOT FOUND IN FIELD
SAN MH44
CB52
OID: 46 - 150mm AC (1968)
OID: 23 - 300mm PVC (9999)
SAN MH48
CB56
CB57
FH19
WATER FAUCET
WATER FAUCET
OID: 16 - 150mm AC (1968)
OID: 47 - 150mm AC (1968)
CB-NOT FOUND IN FIELD
Dyer Dr
MH SAN55
MH SAN54
OID: 37 - 150mm AC (1968)
MH SAN56
OID: 38 - 150mm AC (1968)
Balsam St
OID: 25 - 150mm AC (1968)
SAN MH46
OID: 45 - 150mm AC (1968)
MH SAN49
CB58
OID: 26 - 150mm AC (1968)
Seaview St
OID: 17 - 150mm AC (1968)
MH SAN52
FH21
OID: 27 - 150mm AC (1968)
Hemlock St
CB61
MH SAN51
MH SAN50
CB60
CB59
FH20
OID: 35 - 150mm AC (1968)
MH SAN53
OID: 44 - 150mm AC (1968)
OID: 36 - 150mm AC (1968)
MH SAN72
FH23
OID: 67 - 200mm AC (1968)
MH SAN73
OID: 66 - 200mm AC (1968)
OID: 65 - 200mm AC (1968)
FH22
CB64
CB65
OID: 45 - 150mm AC (1968)
MH SAN71
CB63
MH SAN70
OID: 63 - 200mm AC (1968)
MH SAN69
OID: 62 - 200mm AC (1968)
MH SAN67
MH SAN66
OID: 60 - 200mm AC (1968)
MH SAN65
OID: 44 - 150mm AC (1968)
Sayward Rd
100
Metres
Scale: 1:1,500 | Grid Page: C1
Village of Sayward
Pkg pg #167
Utility Network, Administrative Boundary, Streams, Waterbody and Wetlands provided by SRD ;
Bays and Channels provided by Freshwater Atlas; Roads provided by Digital Road Atlas



100

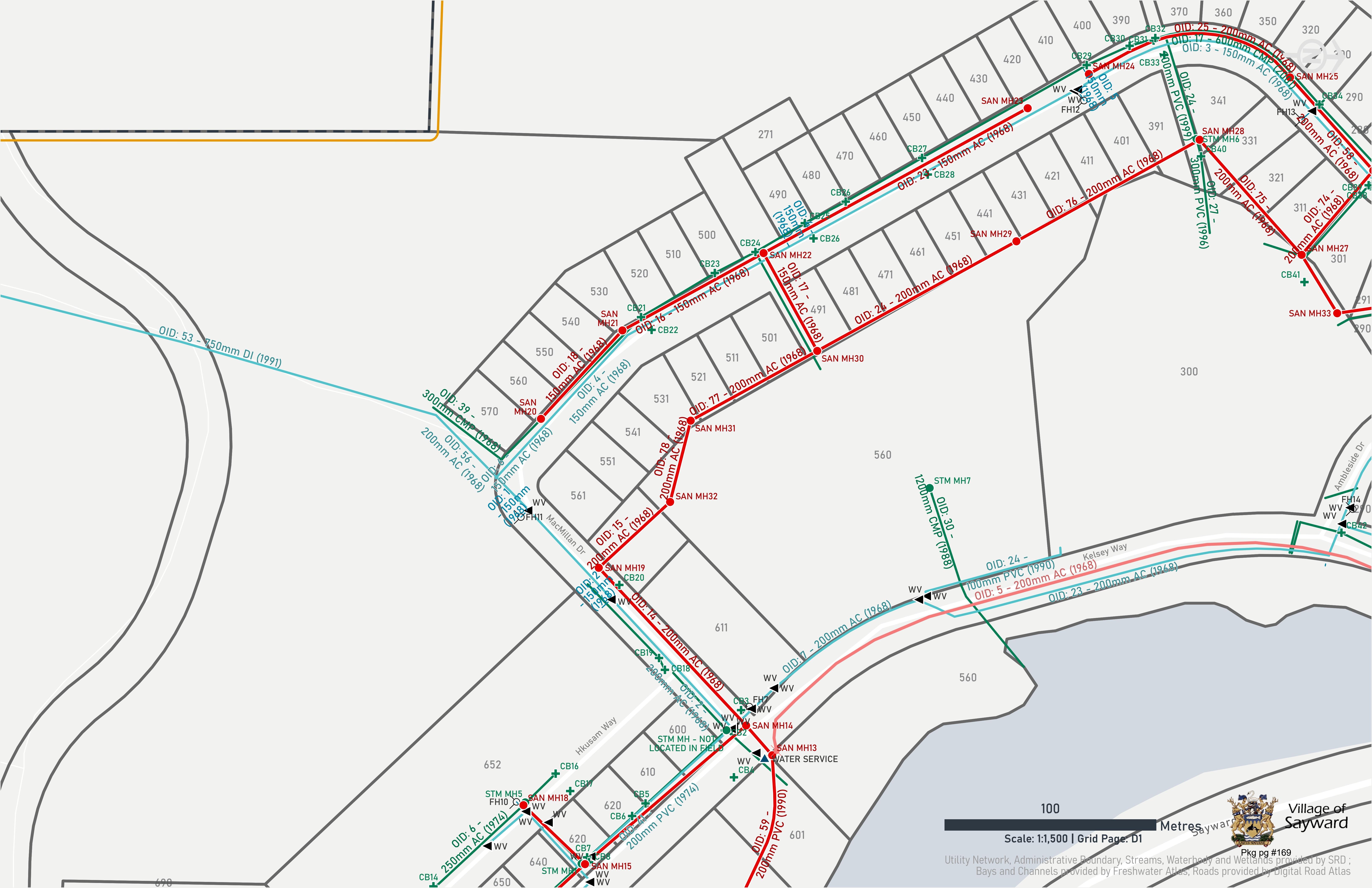
Metres

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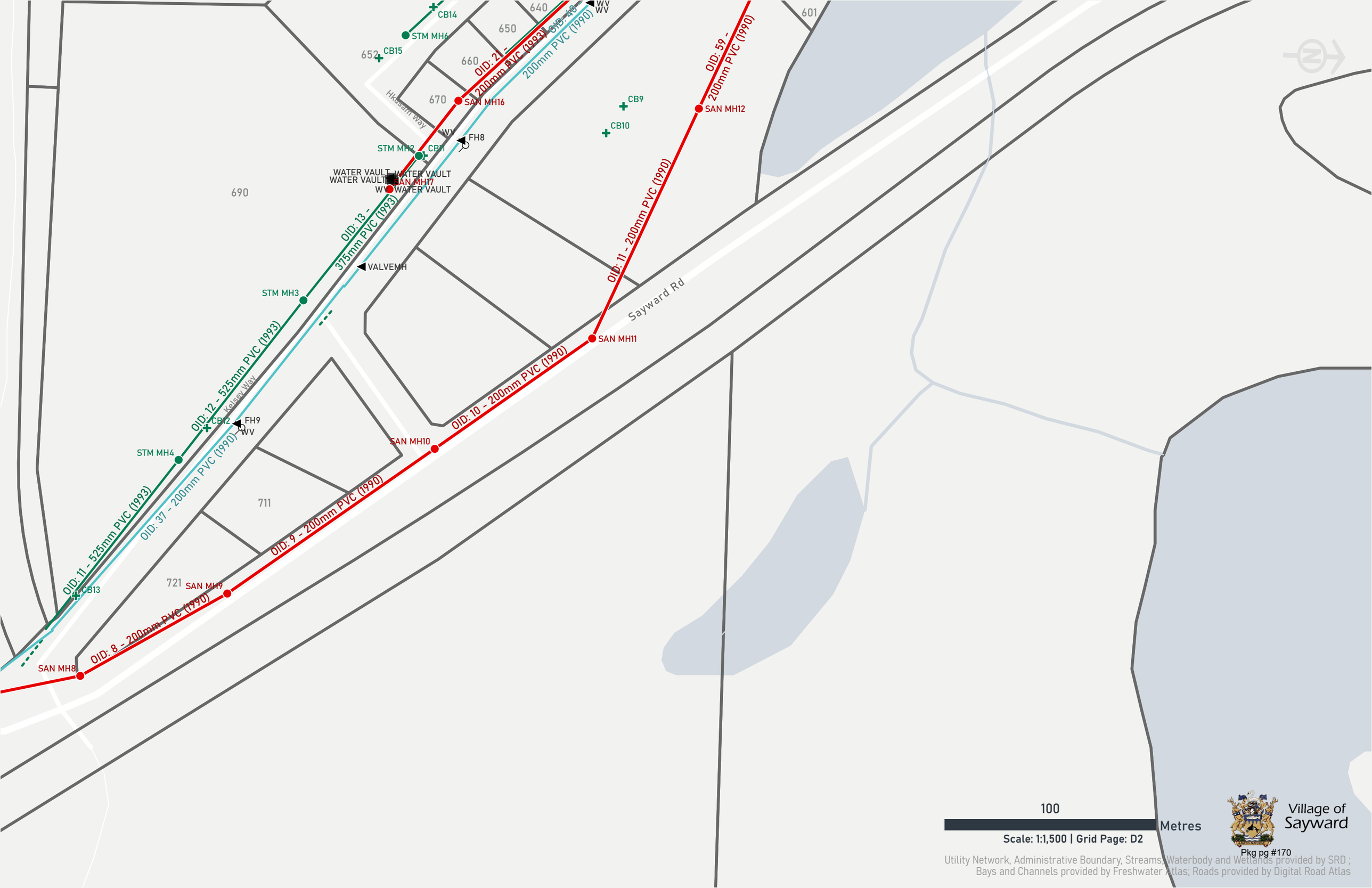
Village of Sayward

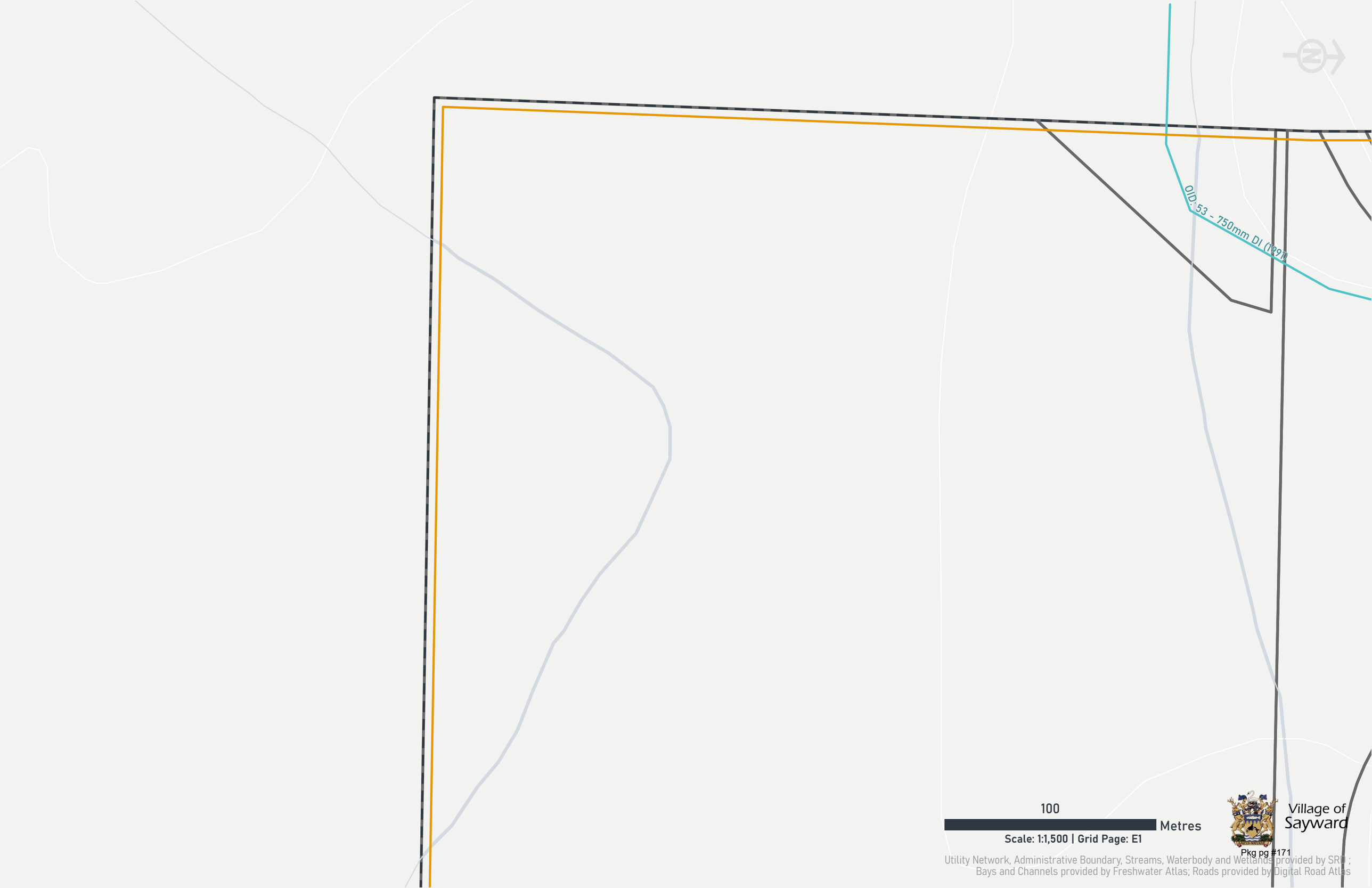
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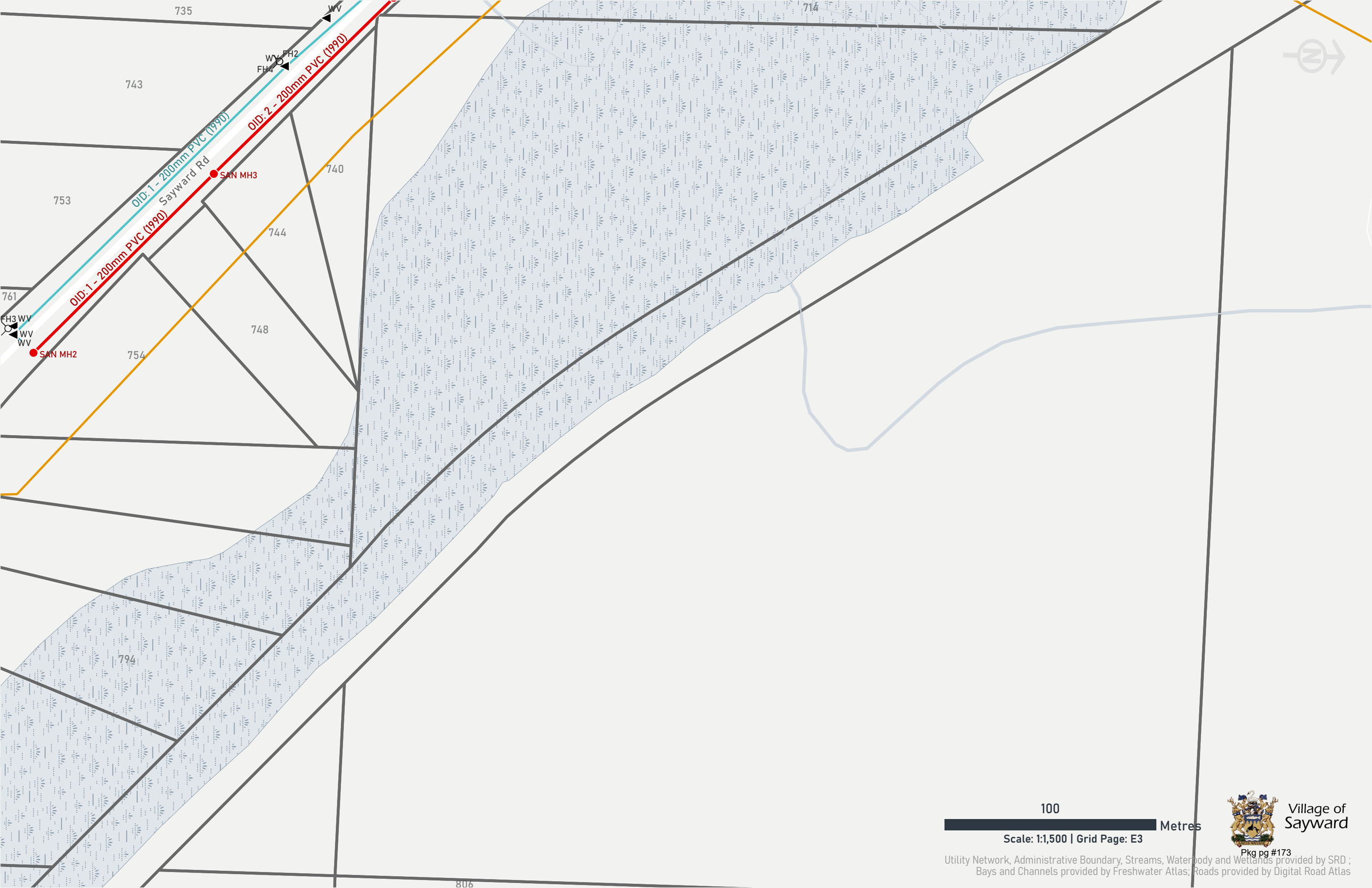


OID: 53 - 750mm DI (1991)
OID: 39 - 300mm CMP (1988)
OID: 56 - 200mm AC (1968)
OID: 18 - 150mm AC (1968)
OID: 4 - 150mm AC (1968)
OID: 16 - 150mm AC (1968)
OID: 23 - 150mm AC (1968)
OID: 17 - 150mm AC (1968)
OID: 77 - 200mm AC (1968)
OID: 24 - 200mm AC (1968)
OID: 76 - 200mm AC (1968)
OID: 78 - 200mm AC (1968)
OID: 15 - 200mm AC (1968)
OID: 14 - 200mm AC (1968)
OID: 25 - 200mm AC (1968)
OID: 17 - 600mm CMP (2001)
OID: 3 - 150mm AC (1968)
OID: 24 - 300mm PVC (1999)
OID: 27 - 300mm PVC (1996)
OID: 75 - 200mm AC (1968)
OID: 74 - 200mm AC (1968)
OID: 58 - 200mm AC (1968)
OID: 30 - 1200mm CMP (1988)
OID: 24 - 100mm PVC (1990)
OID: 5 - 200mm AC (1968)
OID: 23 - 200mm AC (1968)
OID: 7 - 200mm AC (1968)
OID: 6 - 250mm AC (1974)
200mm PVC (1974)
OID: 59 - 200mm PVC (1990)
SAN MH13
SAN MH14
SAN MH15
SAN MH18
SAN MH19
SAN MH20
SAN MH21
SAN MH22
SAN MH23
SAN MH24
SAN MH25
SAN MH27
SAN MH28
SAN MH29
SAN MH30
SAN MH31
SAN MH32
SAN MH33
STM MH5
STM MH6
STM MH7
STM MH - NOT LOCATED IN FIELD
WATER SERVICE
FH7
FH10
FH11
FH12
FH13
FH14
CB4
CB5
CB6
CB7
CB8
CB14
CB16
CB17
CB18
CB19
CB20
CB21
CB22
CB23
CB24
CB25
CB26
CB27
CB28
CB29
CB30
CB31
CB32
CB33
CB34
CB40
CB41
CB42
WV
MacMillan Dr
Hkusam Way
Kelsey Way
Ambleside Dr
Sayward
271
280
290
291
300
301
311
320
321
331
341
350
360
370
390
391
400
401
410
411
420
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541
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551
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600
601
610
611
620
640
650
652
690
100
Metres
Scale: 1:1,500 | Grid Page: D1
Village of Sayward
Pkg pg #169
Utility Network, Administrative Boundary, Streams, Waterbody and Wetlands provided by SRD ; Bays and Channels provided by Freshwater Atlas, Roads provided by Digital Road Atlas


CB14
STM MH6
652
CB15
640
650
660
670
SAN MH16
OID: 21 - 200mm PVC (1993)
OID: 40 - 200mm PVC (1990)
WV
WV
Hkusam Way
FH8
WV
STM MH2
CB11
WATER VAULT
WATER VAULT
WATER VAULT
WATER VAULT
SAN MH17
WV
690
OID: 13 - 375mm PVC (1993)
VALVEMH
STM MH3
OID: 12 - 525mm PVC (1993)
Kelsey Way
CB12
FH9
WV
STM MH4
OID: 11 - 525mm PVC (1993)
OID: 37 - 200mm PVC (1990)
CB13
711
721
SAN MH9
OID: 8 - 200mm PVC (1990)
SAN MH8
SAN MH10
OID: 9 - 200mm PVC (1990)
OID: 10 - 200mm PVC (1990)
SAN MH11
OID: 11 - 200mm PVC (1990)
CB9
CB10
SAN MH12
OID: 59 - 200mm PVC (1990)
601
Sayward Rd
100
Metres
Scale: 1:1,500 | Grid Page: D2
Village of Sayward
Pkg pg #170
Utility Network, Administrative Boundary, Streams, Waterbody and Wetlands provided by SRD ;
Bays and Channels provided by Freshwater Atlas; Roads provided by Digital Road Atlas


O/D: 53 - 750mm DI (1997)
100
Metres
Scale: 1:1,500 | Grid Page: E1
Village of Sayward
Pkg pg #171
Utility Network, Administrative Boundary, Streams, Waterbody and Wetlands provided by SRD;
Bays and Channels provided by Freshwater Atlas; Roads provided by Digital Road Atlas

735
709
693
699
685
721
710
714
SAN MH1
SAN MH4
SAN MH5
SAN MH6
SAN MH7
FH1
FH5
FH6
CB1
WATER METER
WATER METER
Sayward Rd OID: 1 - 200mm PVC (1990)
OID: 3 - 200mm PVC (1990)
OID: 4 - 200mm PVC (1990)
OID: 18 - 150mm (1990)
OID: 6 - 200mm PVC (1990)
OID: 1 - 100mm PVC (1990)
OID: 7 - 200mm PVC (1990)
OID: 19 - 150mm (1990)
100
Metres
Scale: 1:1,500 | Grid Page: E2
Village of Sayward
Pkg pg #172
Utility Network, Administrative Boundary, Streams, Waterbody and Wetlands provided by SRD ; Bays and Channels provided by Freshwater Atlas; Roads provided by Digital Road Atlas



Utility Network, Administrative Boundary, Streams, Waterbody and Wetlands provided by SRD ; Bays and Channels provided by Freshwater Atlas; Roads provided by Digital Road Atlas

FID	Category	Diameter	Material	Length	RoadName	Location	Description	Service Life	Age	% of SL	LiOF	Cof	Risk	Priority Class	Scheduled Replacement Years	Scheduled Second Replacement	Total Cost To Replace
1	Lift Station					560 Kelsey - Campground Pumpstation		50	55	110%	4	5	20	1	2025	2068	$ 500,000.00
9	Vehicles						Rescue vehicle (Rescue #33)	25	33	132%	4	4	16	1	2015	2040	$ 287,500.00
56	Watermain	200	AC	101.85				60	55	92%	3	5	15	1	2028	2088	$ 89,000.00
12	Sewer Main	200	AC	2.88				60	55	92%	3	4	12	2	2028	2088	$ 4,000.00
13	Sewer Main	200	AC	18.69	Kelsey Way			60	55	92%	3	4	12	2	2028	2088	$ 23,000.00
15	Sewer Main	200	AC	45.82	MacMillan Dr			60	55	92%	3	4	12	2	2028	2088	$ 56,000.00
17	Sewer Main	150	AC	52.67	MacMillan Dr			60	55	92%	3	4	12	2	2028	2088	$ 61,000.00
42	Sewer Main	200	AC	46.46	Kelsey Way			60	55	92%	3	4	12	2	2028	2088	$ 57,000.00
43	Sewer Main	200	AC	45.76	Sayward Rd			60	55	92%	3	4	12	2	2028	2088	$ 56,000.00
50	Sewer Main	150	AC	52.75	Spar St			60	55	92%	3	4	12	2	2028	2088	$ 61,000.00
57	Sewer Main	150	AC	66.82				60	55	92%	3	4	12	2	2028	2088	$ 77,000.00
74	Sewer Main	200	AC	52.21	MacMillan Dr			60	55	92%	3	4	12	2	2028	2088	$ 64,000.00
8	Vehicles						Fire truck (Engine #3)	25	26	104%	3	4	12	2	2022	2047	$ 575,000.00
12	Equipment						Z Seven SCBA	10	10	100%	3	4	12	2	2023	2033	$ 12,000.00
2	Lift Station					WWTP Pumpstation		50	28	56%	2	5	10	2	2045	2095	$ 500,000.00
4	Lift Station					South Side - Sayward Road Pumpstation		50	33	66%	2	5	10	2	2040	2090	$ 500,000.00
31	Building						PW Shed - 2	25	54	216%	5	2	10	2	1994	2019	$ 45,000.00
32	Building						PW Shed - 3	20	54	270%	5	2	10	2	1989	2009	$ 62,000.00
33	Building						PW Shed - 4	20	54	270%	5	2	10	2	1989	2009	$ 36,000.00
36	Building						PW Storage - 2	25	54	216%	5	2	10	2	1994	2019	$ 40,000.00
37	Building						PW Storage - 3	20	54	270%	5	2	10	2	1989	2009	$ 89,000.00
38	Building						PW Storage - 4	20	54	270%	5	2	10	2	1989	2009	$ 52,000.00
45	Building						PW Shop - 3	20	35	175%	5	2	10	2	2008	2028	$ 43,000.00
46	Building						PW Shop - 4	20	35	175%	5	2	10	2	2008	2028	$ 25,000.00
2	Watermain	200	AC	98.13	MacMillan Dr			60	55	92%	3	3	9	2	2028	2088	$ 86,000.00
43	Watermain	150	AC	17.49	Kelsey Way			60	55	92%	3	3	9	2	2028	2088	$ 14,000.00
44	Watermain	150	AC	151.10	Sayward Rd			60	55	92%	3	3	9	2	2028	2088	$ 121,000.00
45	Watermain	150	AC	256.67	Sayward Rd			60	55	92%	3	3	9	2	2028	2088	$ 206,000.00
14	Sewer Main	200	AC	101.85	Kelsey Way			60	55	92%	3	3	9	2	2028	2088	$ 124,000.00
24	Sewer Main	200	AC	107.33				60	55	92%	3	3	9	2	2028	2088	$ 131,000.00
26	Sewer Main	150	AC	59.56				60	55	92%	3	3	9	2	2028	2088	$ 69,000.00
27	Sewer Main	150	AC	66.96	Ambleside Dr			60	55	92%	3	3	9	2	2028	2088	$ 77,000.00
39	Sewer Main	150	AC	40.92	Dyer Dr			60	55	92%	3	3	9	2	2028	2088	$ 47,000.00
40	Sewer Main	150	AC	33.33				60	55	92%	3	3	9	2	2028	2088	$ 39,000.00
41	Sewer Main	150	AC	79.23				60	55	92%	3	3	9	2	2028	2088	$ 91,000.00
53	Sewer Main	150	AC	19.75	Ambleside Dr			60	55	92%	3	3	9	2	2028	2088	$ 23,000.00
54	Sewer Main	150	AC	20.97	Ambleside Dr			60	55	92%	3	3	9	2	2028	2088	$ 25,000.00
56	Sewer Main	150	AC	100.11				60	55	92%	3	3	9	2	2028	2088	$ 115,000.00
60	Sewer Main	200	AC	88.95				60	55	92%	3	3	9	2	2028	2088	$ 109,000.00
61	Sewer Main	200	AC	16.39	Sayward Rd			60	55	92%	3	3	9	2	2028	2088	$ 20,000.00
62	Sewer Main	200	AC	103.43	Sayward Rd			60	55	92%	3	3	9	2	2028	2088	$ 126,000.00
63	Sewer Main	200	AC	59.42	Sayward Rd			60	55	92%	3	3	9	2	2028	2088	$ 73,000.00
64	Sewer Main	200	AC	18.66	Sayward Rd			60	55	92%	3	3	9	2	2028	2088	$ 23,000.00
65	Sewer Main	200	AC	106.78				60	55	92%	3	3	9	2	2028	2088	$ 130,000.00
66	Sewer Main	200	AC	106.08				60	55	92%	3	3	9	2	2028	2088	$ 129,000.00
67	Sewer Main	200	AC	28.53	Sayward Rd			60	55	92%	3	3	9	2	2028	2088	$ 35,000.00
75	Sewer Main	200	AC	72.61				60	55	92%	3	3	9	2	2028	2088	$ 89,000.00
76	Sewer Main	200	AC	98.86				60	55	92%	3	3	9	2	2028	2088	$ 121,000.00
77	Sewer Main	200	AC	68.20				60	55	92%	3	3	9	2	2028	2088	$ 83,000.00
78	Sewer Main	200	AC	39.59				60	55	92%	3	3	9	2	2028	2088	$ 49,000.00
5	Forcemain	200	AC	502.90	Kelsey Way			60	55	92%	3	3	9	2	2028	2088	$ 612,000.00

MEMORANDUM

DATE: March 31, 2024
TO: Keir Gervais, Village of Sayward
CC: Colin Read, Village of Sayward
FROM: Steven Olson, Urban Systems
FILE: 2906.0008.01
SUBJECT: Capital Priority Plan

1.0 INTRODUCTION

This memorandum will outline the Village of Sayward's priority assets as a part of the Asset Management Implementation Program. It will outline recommended projects for the Village to focus on, given varying factors such as cost, urgency, and variation. This document will also discuss the reasoning behind the chosen assets, current budget strategies, and the feasibility of replacing chosen assets given the current Village financial capability. Urban Systems has undertaken a review of the current assets and spoke with members of the Village of Sayward to influence this report.

1.1 BACKGROUND

In 2016, the Village of Sayward completed an Asset Management Program including a strategy and policy for roads, linear water, sanitary sewer, storm, buildings, equipment, and vehicles that was adopted the following year by Village Council.

Several next steps were later identified by staff and Council members including developing a Long-Term Asset Management Financial Plan and updating the Asset Management Strategy every four years. This was done to help the strategy become more implementable and capable of guiding decision-making processes for prioritizing capital project planning.

Following the completion of Phase 1 of the Asset Management Implementation Program where the Village of Sayward's assets were identified and sequential risks were assessed Phase 2 began. The ultimate goal of Phase 2 is to update the Asset Management Plan with the first stage being to meet with the Village staff to recognize asset priorities. This visit was completed by Urban Systems in February 2024. The next stage involves this document, the Capital Priority Plan.

2.0 ASSET SUMMARY

The village maintains numerous assets throughout the community for the purpose of providing services for its members. To simplify the extensive list of assets they have been grouped into the following infrastructure asset categories:

- Roads
- Water
- Stormwater
- Sanitary Sewer
- Buildings (including parks)
- Equipment (including vehicles)

The most recent asset inventory was completed in 2023 and 2024 utilizing existing records, location information, and Village staff knowledge. Table 1 summarizes the current existing assets within the Village of Sayward and Appendix A contains a complete comprehensive list of all assets.

DRAFT

Table 1: Asset Inventory Summary

Asset Categories and Types	Quantity (ea or m)
Roads	16,850 m
Water Mains	6300 m
Stormwater Mains	3200 m
Sewer	
Force mains	1850 m
Mains	6600 m
Lift Stations	5 ea.
Buildings/ Parks	12 ea.
Equipment/ Vehicles	30 ea.

An estimation for asset replacement was calculated for each investigated asset. The total cost to replace all assets is approximately **$51 million** dollars and is broken down in Figure 1 below.

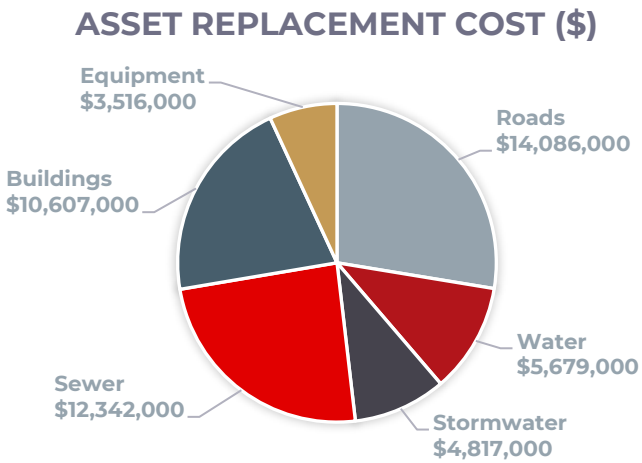


Figure 1: Asset Replacement Cost

2.1 FEASIBILITY OF PRIORITY ASSETS

To assist in understanding the priority assets, the annual investment required to operate and maintain the existing assets was determined. The average annual lifecycle investment (AALCI) is a common metric to assess financial sustainability. It is calculated by using the total estimated replacement value of the asset divided by its expected service life, expressed as dollars per year ($/year). This makes the amount of funds that needs to be set aside annually apparent to obtain sufficient capital funding at time of replacement.

The graph provided below is based on the assets being replaced once the service life has been reached. It does not consider repairs, upgrades or maintenance that may be able to extend the service life. This graph is able to estimate the approximate annual investment to sustainably plan for the future. The graph shows how **$811,355** needs to be additionally invested annually to align with the asset service life.

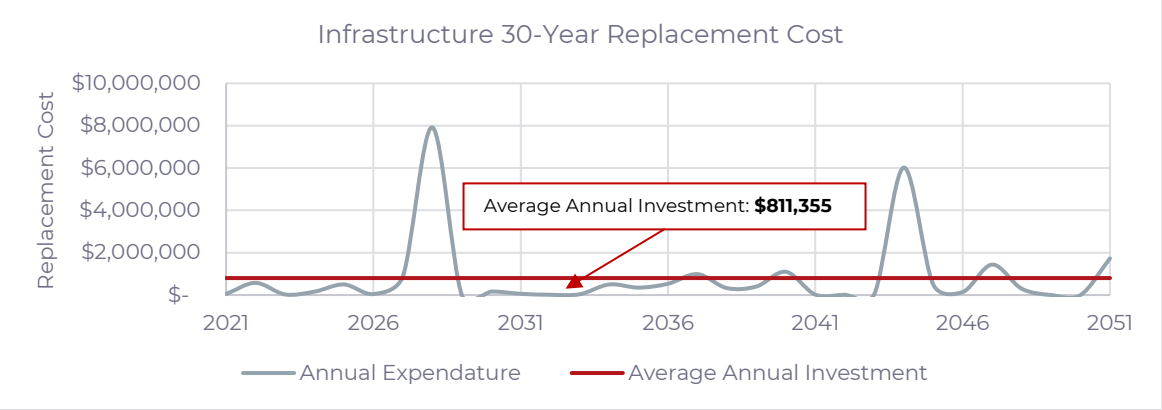


Figure 2: Infrastructure Replacement Costs

2.2 CURRENT FINANCES

With information gathered from the Village of Sayward 2022 Financial Statements the following was determined. The Village received **$1.43 million** in revenue in 2022 and spent **$1.65 million** in expenditures. Therefore, the village drew approximately $220,000 from reserve funds.

With respect to water, sewer and general infrastructure funding the currently financial position of the Village allows for a limited value to be put towards replacement projects. The Village does report an accumulated surplus that is segregated into three categories, General, Sewer and water which are broken out into table 2 below. It should be assessed with the Village Staff what an acceptable level of reserves are necessary for emergency operation.

Table 2: Accumulated Surplus

Surplus Category	2022 Amount ($)	2021 Amount ($)	% Change
General	250,634	336,564	-26%
Sewer	123,356	219,480	-44%
Water	83,309	167,840	-50%
Reserves	282,780	511,598	-45%

By interpreting the values contained within the table, an overall decrease in the surplus and reserves are noted, potentially indicating a need for additional funding to be able to support the Villages infrastructure and operations.

3.0 PRIORITY ASSETS

To understand village priorities the Village of Sayward and a representative of Urban Systems met to understand the important considerations. This meeting made apparent the primary assets that should be focussed on over the next decades of improvements. The following list are the top five areas that would take priority when required, as identified by the village staff.

1. Water Treatment Plant (Public Health)
2. Fire Safety (Public Safety)

3. Sewer Lift Stations (Public/Environmental Health)
4. Kelsey Centre
5. Sewer Treatment Plant (Environment)

Utilizing the information provided above, risk calculations, and age of assets a priority list of projects were created. As some of the identified priorities listed above will not require improvements in the next 10 years, their respective category may not appear in the identified projects. It is also to note that fire vehicles and equipment will not be included in the asset priority plan as fire operations have been taken over by the Strathcona Regional District.

3.1 CONDITION RISK SCORE

Each identified asset in the asset inventory was given a condition risk score. The risk is determined by multiplying the consequence and likelihood of failure for each asset as shown in Table 3. The overall risk score is a tool that can be used to justify or determine which assets would require replacement before other assets or to understand the overall health of the system and support long term replacement programs.

Table 3: Condition Risk Score Matrix

LIKELYHOOD					
5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5

CONSEQUENCE

3.2 PRIORITY PROJECTS

Applying the information received from the Village of Sayward and calculated risk scores in the Risk Assessment Memo dated April 20, 2023, ten projects were identified as priorities in the next 10 years of infrastructure development. These risk scores are shown in Table 4 below in the right had column. These projects offer a range of pricing and categories to provide a balance of improvements which can be found in Table 4 below.

Table 4: Asset Infrastructure Sample Priority Projects

#	Project Name	Category	Year of Install	% of SL	Description	Risk	Value
1	**Lift Station Replacement**	Sewer	1968	**110%**	560 Kelsey Way Lift station Include 200mm AC force main attached to lift station. Include 200mm AC watermain running parallel to force main. Include Roadway resurfacing for Kelsey Way	16	$1,722,100
2	**Watermain Upgrade (MacMillan Dr.)**	Water	1968	92%	101m of 200mm AC pipe that acts as the distribution main for the entire village – upgrade to DI or other material with longer service life 45m of 300mm CMP culvert running parallel to watermain – upgrade to HDPE or other materials with longer service life	15	$158,970
3	**Sanitary Sewer Replacement (Sayward Rd. to Spar St.)**	Sewer	1968	92%	Replace 215m of 150mm or 200mm AC piping to respective size of PVC piping. Include roadway resurface where necessary.	12	$296,918
4	**PW Shed Improvements**	Buildings	1969	77%	Update building as required due to aging.	10	$143,000
5	**Sanitary Sewer Replacements (MacMillan Dr.)**	Sewer	1968	92%	Replace 600m of 150mm or 200mm AC piping to respective size of PVC piping. Include roadway resurfacing for MacMillan Drive.	9/12	$733,070
6	**Watermain Upgrade (Sayward Rd.)**	Water	1968	92%	Replace 410m of 150mm AC watermain with 150mm PVC watermain. Include roadway resurfacing where necessary.	9	$689,210
7	**Storm Main Replacement (Sayward Hts.)**	Storm	1968	**110%**	Replace 265m of 1200mm of CMP piping on Sayward Hts.	6	$424,000
8	**Kubota Mower Upgrade**	Equipment	2001	**220%**	Replace current mower with a new upgraded Kubota mower. (13 years past scheduled replacement date.)	5	$49,000
9	**Playground Apparatus Upgrade**	Equipment	1983	**133%**	Upgrade existing playground (add location) (11 years past scheduled replacement date.)	4	$40,000
10	**Clinic Building Upgrades**	Buildings	1967	80%	Update building as required due to aging.	4	$739,000
						Total	**$4,995,268**

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To visualize the projects listed above a map of the village outlining the priority project boundaries has been included in Appendix B.

The replacement costs for linear assets were determined using unit rates developed from actual construction costs from the mid island area and represent 2023 dollars. These rates include a 15% allowance for engineering, and a 25% contingency. These rates assume a standard construction method involving open trench excavation and reinstatement. It does not consider rehabilitation methods like pipe relining as the current pipe conditions are not known and would need to be assessed at the time of replacement planning and design.

Values for the building, vehicles, and equipment were taken from the Village's Tangible Capital Assets (TCA) spreadsheet and required adjustments due to inflation were applied as the prices recorded are based on the commissioning date.

3.2.1 Alternatives to Full Replacement

The values outlined in table 4 represent the estimated replacement costs of the specific asset which give an approximate magnitude of replacement for planning purposes. Using the lift station as an example project, this is a multi component system with specific attributes that have varying conditions. The following table is hypothetical condition assessment example and adjusted component replacement. This shows a more cost-effective way of managing the Village's infrastructure.

Table 5: Sample condition assessment and reduced replacement costs

Component	**Qualified Inspector's Report**	**Action**	**Cost**
Pumps	Pump impeller worn	Overhaul and maintain existing pumps	$25,000
Process Piping and Valves	Gate valve not holding pressure	Replace Valve	$10,000
Electrical Control System	Good Condition		Reuse
Wet Well or Dry Well	Good condition		Reuse
Total		Estimated service life extended to 25 years based on inspections	**$35,000**

Other assets like linear infrastructure can benefit from specific inspection like sewer condition assessments where video cameras are sent down the pipes. This will allow the Village to inspect the highest risk sections of pipe and determine if replacement is needed or service life can be extended.

4.0 OPERATIONAL BUDGET

This section provides information about potential investments needed for sustainable service delivery, how these compare to current available budget levels, and how this translates to increasing taxation. When considered alongside the rest of the information in this document, this financial information can be used to inform decisions around future funding targets and requests.

Replacement cost serves as a high-level indication of the financial value of the Village's assets. The total replacement cost of Sayward's existing assets is approximately **$51 million** dollars. The break down of the cost was previously shown in Figure 1.

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4.1 PROPOSED INCREASE IN TAXES – SCENARIOS

To appropriately plan for the asset service lives, in the Village of Sayward, an increase in taxes or additional funding would need to occur. As discussed in the section above, an additional **$811,355** needs to be invested annually. This would increase the expenditure budget to approximately $2.46 million dollars. Assuming all the extra investment will come from taxation and user fees an increase of **123%** will need to occur. Using the Village of Sayward's Tax Rates from 2023, a baseline was established to estimate growth. The residential tax rate in 2023 was approximately 4.37 per thousand dollars of worth. With the 123% increase, a typical single-family residence (worth $500,000) will see a tax increase from $2,184.07 to $4,870.48. The summary of this increase is found in Table 6 below.

Table 6: Infrastructure Service Life Taxation Increase

	Current (2022)	Proposed Increase (2024)	% Increase
Expenditures	$ 1,650,924.00	$ 2,462,278.84	49%
Taxation Revenue & User Fees	$ 657,211.00	$ 1,468565.84	123%
Residential Tax Rate (single family)	$ 2,184.07	$ 4,870.48	123%

The calculations above are based on the industry service life of each asset, however in practice many communities find that their infrastructure assets last longer than the expected service life. If the values determined above are pursued and an asset extends beyond the infrastructure service life the Village will be able to save or utilize that money in another area. To better plan for the possibility of extended service life, Table 7 examines the same parameters assuming all assets are replaced on a cycle that is 50% longer than their industry standard expected service life. This assumption lowers the annual investment to **$540,903** and lowers the residential tax rate increase to **82%**.

Table 7: Infrastructure Service Life +50% Taxation Increase

	Current (2022)	Proposed Increase (2024)	% Increase
Expenditures	$ 1,650,924.00	$ 2,191,827.23	33%
Taxation Revenue & User Fees	$ 657,211.00	$ 1,198,114.23	82%
Residential Tax Rate (single family)	$ 2,184.07	$ 3,975.01	82%

Realizing the cost implications of replacing the asset infrastructure at even 50% past the expected service life we have decided to show a more realistic scenario of the Village being able to source an increase in taxation and user fees by 20%. Table 8 below shows the projected revenue with a tax increase of 20% ($ 788,653.20) and the difference in revenue between the target revenue and a 20% increase ($ 521,491.91).

Table 8: Infrastructure Service Life +20% Taxation Increase

Taxation & User Fees		
Current Revenue in Tax and User Fees (2022)	$	657,211.00
Revenue with 20% Increase in Tax and User Fees	**$**	**788,653.20**
Funds Allocated for replacement projects	$	131,442.20

4.2 ALTERNATIVE FUNDING SOURCES

To assist in funding the difference listed above, a series of grants may be available. Grants can offer partial or full coverage of required service projects but should not be relied upon as a consistent source of funding.

For example, the Investing in Canada Infrastructure Program (ICIP) that was open in 2020-2022 was offering funding up to 100% (60% Government of Canada, 40% Province of British Columbia) for local governments with a population less than 5,000 to fund projects that improve Environmental Quality or Resilience and Disaster mitigation. Another past funding opportunity that would have applied to Sayward's infrastructure updates is the Disaster Mitigation and Adaption Fund (DMAF) which closed in 2023. This grant offered funding from the Government of Canada for projects that are at risk of natural disasters and align with the municipality's strategic plans. Grant opportunities similar to these ones create instances where overlooked projects can be completed with provided funding.

It is encouraged that the Village of Sayward apply for Union of BC Municipalities (UBCM) Asset Management Planning Program in Summer 2024. This grant has the potential to fund 50% of a qualified project, up to $25,000. The project has to be related to planning of transportation and water networks, sewage collection and treatment systems, information technology, vehicle and equipment fleets, parks, or civic facilities. This grant could allow the Village of Sayward to complete CCTV footage of existing pipes to recognize pipes that need replacement and ones that can extend past the recommended service life.

A combination of grant funding and a moderate tax increase would put the Village of Sayward in a better position to fund the priority projects previously discussed improving mitigation of any future disasters.

5.0 CONCLUSION

Asset management is a continuous improvement process for making informed decisions that support sustainable service delivery. This Capital Priority Plan has provided an overview of the Village of Sayward's current assets and their worth. This plan has also identified priority projects that should be prioritized in the next decade and additionally provided realistic increases in annual investment to sustainably complete asset infrastructure replacement. Further discussion with the village should take place to confirm current asset investment and missing asset information.

Sincerely,

URBAN SYSTEMS LTD.
Steven Olson, EIT
Project Engineer

Eric Sears, P.Eng
Municipal Engineer

cc:
/So
Enclosure:
Appendix A – Village Assets
Appendix B – Priority Project Map

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FID	Category	Diameter	Material	Length	RoadName	Location	Description	Service Life	Age	% of SL	LiOF	Cof	Risk	Priority Class	Scheduled Replacement Years	Scheduled Second Replacement	Total Cost To Replace
1	Lift Station					560 Kelsey - Campground Pumpstation		50	55	110%	400%	5	20	1	2025	2068	$ 500,000.00
9	Vehicles						Rescue vehicle (Rescue #33)	25	33	132%	400%	4	16	1	2015	2040	$ 287,500.00
56	Watermain	200	AC	101.85				60	55	92%	300%	5	15	1	2028	2088	$ 89,000.00
12	Sewer Main	200	AC	2.88				60	55	92%	300%	4	12	2	2028	2088	$ 4,000.00
13	Sewer Main	200	AC	18.69	Kelsey Way			60	55	92%	300%	4	12	2	2028	2088	$ 23,000.00
15	Sewer Main	200	AC	45.82	MacMillan Dr			60	55	92%	300%	4	12	2	2028	2088	$ 56,000.00
17	Sewer Main	150	AC	52.67	MacMillan Dr			60	55	92%	300%	4	12	2	2028	2088	$ 61,000.00
42	Sewer Main	200	AC	46.46	Kelsey Way			60	55	92%	300%	4	12	2	2028	2088	$ 57,000.00
43	Sewer Main	200	AC	45.76	Sayward Rd			60	55	92%	300%	4	12	2	2028	2088	$ 56,000.00
50	Sewer Main	150	AC	52.75	Spar St			60	55	92%	300%	4	12	2	2028	2088	$ 61,000.00
57	Sewer Main	150	AC	66.82				60	55	92%	300%	4	12	2	2028	2088	$ 77,000.00
74	Sewer Main	200	AC	52.21	MacMillan Dr			60	55	92%	300%	4	12	2	2028	2088	$ 64,000.00
8	Vehicles						Fire truck (Engine #3)	25	26	104%	300%	4	12	2	2022	2047	$ 575,000.00
12	Equipment						Z Seven SCBA	10	10	100%	300%	4	12	2	2023	2033	$ 12,000.00
2	Lift Station					WWTP Pumpstation		50	28	56%	200%	5	10	2	2045	2095	$ 500,000.00
4	Lift Station					South Side - Sayward Road Pumpstation		50	33	66%	200%	5	10	2	2040	2090	$ 500,000.00
1	Building						PW Shed - 2	25	54	216%	500%	2	10	2	1994	2019	$ 45,000.00
1	Building						PW Shed - 3	20	54	270%	500%	2	10	2	1989	2009	$ 62,000.00
1	Building						PW Shed - 4	20	54	270%	500%	2	10	2	1989	2009	$ 36,000.00
1	Building						PW Storage - 2	25	54	216%	500%	2	10	2	1994	2019	$ 40,000.00
1	Building						PW Storage - 3	20	54	270%	500%	2	10	2	1989	2009	$ 89,000.00
1	Building						PW Storage - 4	20	54	270%	500%	2	10	2	1989	2009	$ 52,000.00
1	Building						PW Shop - 3	20	35	175%	500%	2	10	2	2008	2028	$ 43,000.00
1	Building						PW Shop - 4	20	35	175%	500%	2	10	2	2008	2028	$ 25,000.00
2	Watermain	200	AC	98.13	MacMillan Dr			60	55	92%	300%	3	9	2	2028	2088	$ 86,000.00
43	Watermain	150	AC	17.49	Kelsey Way			60	55	92%	300%	3	9	2	2028	2088	$ 14,000.00
44	Watermain	150	AC	151.10	Sayward Rd			60	55	92%	300%	3	9	2	2028	2088	$ 121,000.00
45	Watermain	150	AC	256.67	Sayward Rd			60	55	92%	300%	3	9	2	2028	2088	$ 206,000.00
14	Sewer Main	200	AC	101.85	Kelsey Way			60	55	92%	300%	3	9	2	2028	2088	$ 124,000.00
24	Sewer Main	200	AC	107.33				60	55	92%	300%	3	9	2	2028	2088	$ 131,000.00
26	Sewer Main	150	AC	59.56				60	55	92%	300%	3	9	2	2028	2088	$ 69,000.00
27	Sewer Main	150	AC	66.96	Ambleside Dr			60	55	92%	300%	3	9	2	2028	2088	$ 77,000.00
39	Sewer Main	150	AC	40.92	Dyer Dr			60	55	92%	300%	3	9	2	2028	2088	$ 47,000.00
40	Sewer Main	150	AC	33.33				60	55	92%	300%	3	9	2	2028	2088	$ 39,000.00
41	Sewer Main	150	AC	79.23				60	55	92%	300%	3	9	2	2028	2088	$ 91,000.00
53	Sewer Main	150	AC	19.75	Ambleside Dr			60	55	92%	300%	3	9	2	2028	2088	$ 23,000.00
54	Sewer Main	150	AC	20.97	Ambleside Dr			60	55	92%	300%	3	9	2	2028	2088	$ 25,000.00
56	Sewer Main	150	AC	100.11				60	55	92%	300%	3	9	2	2028	2088	$ 115,000.00
60	Sewer Main	200	AC	88.95				60	55	92%	300%	3	9	2	2028	2088	$ 109,000.00
61	Sewer Main	200	AC	16.39	Sayward Rd			60	55	92%	300%	3	9	2	2028	2088	$ 20,000.00
62	Sewer Main	200	AC	103.43	Sayward Rd			60	55	92%	300%	3	9	2	2028	2088	$ 126,000.00
63	Sewer Main	200	AC	59.42	Sayward Rd			60	55	92%	300%	3	9	2	2028	2088	$ 73,000.00
64	Sewer Main	200	AC	18.66	Sayward Rd			60	55	92%	300%	3	9	2	2028	2088	$ 23,000.00
65	Sewer Main	200	AC	106.78				60	55	92%	300%	3	9	2	2028	2088	$ 130,000.00
66	Sewer Main	200	AC	106.08				60	55	92%	300%	3	9	2	2028	2088	$ 129,000.00
67	Sewer Main	200	AC	28.53	Sayward Rd			60	55	92%	300%	3	9	2	2028	2088	$ 35,000.00
75	Sewer Main	200	AC	72.61				60	55	92%	300%	3	9	2	2028	2088	$ 89,000.00
76	Sewer Main	200	AC	98.86				60	55	92%	300%	3	9	2	2028	2088	$ 121,000.00
77	Sewer Main	200	AC	68.20				60	55	92%	300%	3	9	2	2028	2088	$ 83,000.00
78	Sewer Main	200	AC	39.59				60	55	92%	300%	3	9	2	2028	2088	$ 49,000.00
5	Forcemain	200	AC	502.90	Kelsey Way			60	55	92%	300%	3	9	2	2028	2088	$ 612,000.00
4	Storm Main	900	CMP	74.47	MacMillan Dr			50	27	54%	200%	4	8	3	2046	2096	$ 144,000.00
25	Storm Main	1200	CMP	265.13	Sayward Hts			50	55	110%	400%	2	8	3	2018	2068	$ 605,000.00
39	Storm Main	300	CMP	175.26	MacMillan Dr			50	55	110%	400%	2	8	3	2018	2068	$ 228,000.00
1	Building						PW Shop - 2	25	35	140%	400%	2	8	3	2013	2038	$ 16,000.00
11	Vehicles						Fire truck (Engine #4) SRD	20	16	80%	200%	4	8	3	2027	2047	$ 862,500.00
25	Equipment						Emergency Generator on Trailer	30	33	110%	400%	2	8	3	2020	2050	$ 51,000.00
26	Equipment						Wallenstein Wood Chipper	25	15	60%	200%	4	8	3	2033	2058	$ 25,000.00
3	Roads		paved	208.37		Sayward Rd		50					8	3			$ 272,000.00
8	Roads		paved	5.44		Sayward Rd		50					8	3			$ 8,000.00
9	Roads		paved	173.08		Sayward Rd		50					8	3			$ 226,000.00
12	Roads		paved	125.58		Sayward Rd		50					8	3			$ 164,000.00
13	Roads		loose	142.14		Sayward Rd		10					8	3			$ 103,000.00
23	Roads		paved	258.10		Sayward Rd		50					8	3			$ 337,000.00
24	Roads		paved	671.69		Sayward Rd		50					8	3			$ 876,000.00
25	Roads		paved	679.84		Sayward Rd		50					8	3			$ 887,000.00
26	Roads		paved	82.79		Sayward Rd		50					8	3			$ 108,000.00
29	Roads		paved	13.90		Sayward Rd		50					8	3			$ 19,000.00
30	Roads		paved	111.18		Sayward Rd		50					8	3			$ 145,000.00
31	Roads		paved	469.25		Sayward Rd		50					8	3			$ 612,000.00
36	Roads		paved	140.15		Sayward Rd		50					8	3			$ 183,000.00
42	Roads		paved	166.50		Sayward Rd		50					8	3			$ 218,000.00
51	Roads		loose	195.52		Sayward Rd		10					8	3			$ 141,000.00
61	Roads		paved	1311.66		Sayward Rd		50					8	3			$ 1,711,000.00
68	Roads		paved	62.93		Sayward Rd		50					8	3			$ 83,000.00
77	Roads		paved	32.05		Sayward Rd		50					8	3			$ 42,000.00
3	Watermain	150	AC	516.31	MacMillan Dr			60	55	92%	300%	2	6	3	2028	2088	$ 414,000.00
4	Watermain	150	AC	56.75	MacMillan Dr			60	55	92%	300%	2	6	3	2028	2088	$ 46,000.00
5	Watermain	200	AC	101.85	MacMillan Dr			60	55	92%	300%	2	6	3	2028	2088	$ 89,000.00
6	Watermain	150	AC	34.18	MacMillan Dr			60	55	92%	300%	2	6	3	2028	2088	$ 28,000.00
7	Watermain	200	AC	108.51	Kelsey Way			60	55	92%	300%	2	6	3	2028	2088	$ 95,000.00
8	Watermain	150	AC	114.42	MacMillan Dr			60	55	92%	300%	2	6	3	2028	2088	$ 92,000.00
9	Watermain	150	AC	203.79	Sayward Hts			60	55	92%	300%	2	6	3	2028	2088	$ 164,000.00
10	Watermain	150	AC	89.82	Spar St			60	55	92%	300%	2	6	3	2028	2088	$ 72,000.00
11	Watermain	100	AC	128.13	Spar St			60	55	92%	300%	2	6	3	2028	2088	$ 85,000.00
12	Watermain	100	AC	2.83	Spar St			60	55	92%	300%	2	6	3	2028	2088	$ 2,000.00
15	Watermain	150	AC	81.06	Ambleside Dr			60	55	92%	300%	2	6	3	2028	2088	$ 65,000.00
16	Watermain	150	AC	121.76	Dyer Dr			60	55	92%	300%	2	6	3	2028	2088	$ 98,000.00
17	Watermain	150	AC	70.69	Seaview St			60	55	92%	300%	2	6	3	2028	2088	$ 57,000.00
18	Watermain	150	AC	13.03	Seaview St			60	55	92%	300%	2	6	3	2028	2088	$ 11,000.00
19	Watermain	150	AC	119.18	Dyer Dr			60	55	92%	300%	2	6	3	2028	2088	$ 96,000.00
20	Watermain	150	AC	252.86	Kelsey Way			60	55	92%	300%	2	6	3	2028	2088	$ 203,000.00
21	Watermain	150	AC	94.31	Ambleside Dr			60	55	92%	300%	2	6	3	2028	2088	$ 76,000.00
22	Watermain	150	AC	15.05	Kelsey Way			60	55	92%	300%	2	6	3	2028	2088	$ 13,000.00
23	Watermain	200	AC	199.80	Kelsey Way			60	55	92%	300%	2	6	3	2028	2088	$ 174,000.00
25	Watermain	150	AC	112.72	Balsam St			60	55	92%	300%	2	6	3	2028	2088	$ 91,000.00
26	Watermain	150	AC	95.97	Seaview St			60	55	92%	300%	2	6	3	2028	2088	$ 77,000.00
27	Watermain	150	AC	54.28	Seaview St			60	55	92%	300%	2	6	3	2028	2088	$ 44,000.00
28	Watermain	150	AC	15.46	Sayward Hts			60	55	92%	300%	2	6	3	2028	2088	$ 13,000.00
41	Watermain	200	PVC	89.58	Kelsey Way			85	49	58%	200%	3	6	3	2059	2144	$ 78,000.00
42	Watermain	200	PVC	16.86	Kelsey Way			85	49	58%	200%	3	6	3	2059	2144	$ 15,000.00
46	Watermain	250	PVC	167.44	Sayward Rd			85	55	65%	200%	3	6	3	2053	2138	$ 158,000.00

54	Watermain	150	AC	35.94	Hkusam Way			60	49	82%	200%	3	6	3	2034	2094	$	29,000.00
55	Watermain	150	AC	24.50	Hkusam Way			60	49	82%	200%	3	6	3	2034	2094	$	20,000.00
9	Storm Main	900	RC	38.40	Kelsey Way			50	49	98%	300%	2	6	3	2024	2074	$	75,000.00
10	Storm Main	900	CMP	36.87	Kelsey Way			50	49	98%	300%	2	6	3	2024	2074	$	72,000.00
37	Storm Main	200	AC	125.81	Hkusam Way			60	55	92%	300%	2	6	3	2028	2088	$	146,000.00
40	Storm Main	200	AC	125.81	MacMillan Dr			60	55	92%	300%	2	6	3	2028	2088	$	146,000.00
19	Sewer Main	200	AC	100.32	Kelsey Way			60	49	82%	200%	3	6	3	2034	2094	$	122,000.00
32	Sewer Main	150	AC	65.94	Ambleside Dr			60	55	92%	300%	2	6	3	2028	2088	$	76,000.00
36	Sewer Main	150	AC	84.24				60	55	92%	300%	2	6	3	2028	2088	$	97,000.00
37	Sewer Main	150	AC	40.71	Dyer Dr			60	55	92%	300%	2	6	3	2028	2088	$	47,000.00
38	Sewer Main	150	AC	52.58	Dyer Dr			60	55	92%	300%	2	6	3	2028	2088	$	61,000.00
51	Sewer Main	150	AC	30.22	Spar St			60	55	92%	300%	2	6	3	2028	2088	$	35,000.00
52	Sewer Main	150	AC	44.53	Spar St			60	55	92%	300%	2	6	3	2028	2088	$	51,000.00
72	Sewer Main	150	AC	30.54	Sayward Hts			60	55	92%	300%	2	6	3	2028	2088	$	35,000.00
53	Watermain	750	DI	401.38				80	32	40%	100%	5	5	3	2071	2151	$	743,000.00
3	Lift Station					North Side - Sayward Road Pumpstation		50	18	36%	100%	5	5	3	2055	2105	$	500,000.00
5	Lift Station					Kelsey Lane Pumpstation		50	18	36%	100%	5	5	3	2055	2105	$	500,000.00
19	Machinery						Kubota Mower	10	23	230%	500%	1	5	3	2010	2020	$	49,000.00
3	Storm Main	450	CMP	15.80	Ambleside Dr			50	55	110%	400%	1	4	3	2018	2068	$	23,000.00
6	Storm Main	250	AC	75.90	Hkusam Way			60	49	82%	200%	2	4	3	2034	2094	$	94,000.00
7	Storm Main	300	AC	38.91	Hkusam Way			60	49	82%	200%	2	4	3	2034	2094	$	51,000.00
8	Storm Main	350	AC	92.98	Kelsey Way			60	49	82%	200%	2	4	3	2034	2094	$	124,000.00
28	Storm Main	900	CMP	63.17	MacMillan Dr			50	22	44%	100%	4	4	3	2051	2101	$	122,000.00
34	Storm Main	300	UNKNOWN	13.55	Sayward Rd			50	55	110%	400%	1	4	3	2018	2068	$	18,000.00
20	Sewer Main	150	AC	40.24	Hkusam Way			60	49	82%	200%	2	4	3	2034	2094	$	47,000.00
82	Sewer Main	200	PVC	1370.79				85	28	33%	100%	4	4	3	2080	2165	$	1,666,000.00
1	Building						Clinic building - 1	70	56	80%	200%	2	4	3	2037	2107	$	449,000.00
1	Building						Clinic building - 2	70	56	80%	200%	2	4	3	2037	2107	$	77,000.00
1	Building						Clinic building - 3	70	56	80%	200%	2	4	3	2037	2107	$	134,000.00
1	Building						Clinic building - 4	70	56	80%	200%	2	4	3	2037	2107	$	79,000.00
1	Building						Kelsey Centre/Municipal Hall - 1	70	49	70%	200%	2	4	3	2044	2114	$	852,000.00
1	Building						Kelsey Centre/Municipal Hall - 2	70	49	70%	200%	2	4	3	2044	2114	$	633,000.00
1	Building						Kelsey Centre/Municipal Hall - 3	70	49	70%	200%	2	4	3	2044	2114	$	1,680,000.00
1	Building						Kelsey Centre/Municipal Hall - 4	70	49	70%	200%	2	4	3	2044	2114	$	1,256,000.00
1	Building						Fire Hall #1 - 1	70	49	70%	200%	2	4	3	2044	2114	$	356,000.00
1	Building						Fire Hall #1 - 2	70	49	70%	200%	2	4	3	2044	2114	$	68,000.00
1	Building						Fire Hall #1 - 3	70	49	70%	200%	2	4	3	2044	2114	$	202,000.00
1	Building						Fire Hall #1 - 4	70	49	70%	200%	2	4	3	2044	2114	$	119,000.00
1	Building						RCMP building - 1	70	49	70%	200%	2	4	3	2044	2114	$	280,000.00
1	Building						RCMP building - 2	70	49	70%	200%	2	4	3	2044	2114	$	93,000.00
1	Building						RCMP building - 3	70	49	70%	200%	2	4	3	2044	2114	$	216,000.00
1	Building						RCMP building - 4	70	49	70%	200%	2	4	3	2044	2114	$	127,000.00
1	Building						Chlorine Bldg - 1	70	23	33%	100%	4	4	3	2070	2140	$	82,000.00
1	Building						Chlorine Bldg - 2	70	23	33%	100%	4	4	3	2070	2140	$	16,000.00
1	Building						Chlorine Bldg - 3	70	23	33%	100%	4	4	3	2070	2140	$	25,000.00
1	Building						Chlorine Bldg - 4	70	23	33%	100%	4	4	3	2070	2140	$	15,000.00
1	Building						Water Treatment Plant Building	50	3	6%	100%	4	4	3	2070	2120	$	1,685,000.00
1	Building						Water Treatment Plant Fencing	15	2	13%	100%	4	4	3	2036	2051	$	49,000.00
1	Building						Water Treatment Plant Generator	10	3	30%	100%	4	4	3	2030	2040	$	50,000.00
1	Building						PW Shed - 1	70	54	77%	200%	2	4	3	2039	2109	$	162,000.00
1	Building						PW Storage - 1	70	54	77%	200%	2	4	3	2039	2109	$	224,000.00
1	Building						PW Shop - 1	70	35	50%	200%	2	4	3	2058	2128	$	116,000.00
10	Vehicles						Rescue vehicle (Rescue #22)	20	8	40%	100%	4	4	3	2035	2055	$	287,500.00
13	Equipment						Ball Diamond	25	37	148%	400%	1	4	3	2011	2036	$	484,000.00
14	Equipment						Ball Diamond	25	36	144%	400%	1	4	3	2012	2037	$	106,000.00
15	Equipment						Playground Apparatus	30	40	133%	400%	1	4	3	2013	2043	$	40,000.00
22	Machinery						Portable Generator	30	18	60%	200%	2	4	3	2035	2065	$	44,000.00
23	Vehicles						Public Works Truck Toyota Tundra long box	10	5	50%	200%	2	4	3	2028	2038	$	80,500.00
29	Vehicles						Dodge 5500, Dump box, Snow plow, Sander	10	8	80%	200%	2	4	3	2025	2035	$	111,000.00
1	Roads		loose	412.98		-		10					4	3			$	226,000.00
2	Roads		loose	23.86		unsigned		10					4	3			$	14,000.00
4	Roads		paved	358.04		-		50					4	3			$	316,000.00
5	Roads		loose	197.05		-		10					4	3			$	108,000.00
6	Roads		paved	41.19		-		50					4	3			$	37,000.00
7	Roads		paved	131.06		Spar St		50					4	3			$	116,000.00
10	Roads		paved	93.75		Kelsey Way		50					4	3			$	83,000.00
11	Roads		paved	146.67		Dyer Dr		50					4	3			$	130,000.00
14	Roads		loose	207.41		-		10					4	3			$	114,000.00
15	Roads		paved	591.61		MacMillan Dr		50					4	3			$	522,000.00
16	Roads		loose	806.31		-		10					4	3			$	440,000.00
17	Roads		loose	102.83		Sayward Rd		10					4	3			$	57,000.00
18	Roads		loose	108.27		-		10					4	3			$	60,000.00
19	Roads		paved	26.40		-		50					4	3			$	24,000.00
20	Roads		loose	22.63		unsigned		10					4	3			$	13,000.00
21	Roads		paved	70.26		Kelsey Way		50					4	3			$	62,000.00
22	Roads		paved	92.81		Sayward Hts		50					4	3			$	82,000.00
27	Roads		paved	27.04		Kelsey Way		50					4	3			$	24,000.00
28	Roads		paved	227.65		Kelsey Way		50					4	3			$	201,000.00
32	Roads		rough	671.34		-		25					4	3			$	366,000.00
33	Roads		paved	94.98		Ambleside Dr		50					4	3			$	84,000.00
34	Roads		loose	88.36		unsigned		10					4	3			$	49,000.00
35	Roads		paved	132.45		MacMillan Dr		50					4	3			$	117,000.00
37	Roads		paved	92.56		Seaview St		50					4	3			$	82,000.00
38	Roads		paved	31.55		-		50					4	3			$	28,000.00
39	Roads		loose	131.42		-		10					4	3			$	72,000.00
40	Roads		paved	178.95		Ambleside Dr		50					4	3			$	158,000.00
41	Roads		paved	252.54		Hkusam Way		50					4	3			$	223,000.00
43	Roads		loose	114.77		-		10					4	3			$	63,000.00
44	Roads		loose	167.63		-		10					4	3			$	92,000.00
45	Roads		paved	212.87		Kelsey Way		50					4	3			$	188,000.00
46	Roads		paved	112.54		Dyer Dr		50					4	3			$	100,000.00
47	Roads		rough	577.61		-		25					4	3			$	315,000.00
48	Roads		rough	931.68		-		25					4	3			$	508,000.00
49	Roads		paved	198.95		Kelsey Way		50					4	3			$	176,000.00
50	Roads		paved	96.69		Kelsey Way		50					4	3			$	86,000.00
52	Roads		paved	97.50		Ambleside Dr		50					4	3			$	86,000.00
53	Roads		loose	22.31		-		10					4	3			$	13,000.00
54	Roads		loose	270.49		-		10					4	3			$	148,000.00
55	Roads		loose	136.70		-		10					4	3			$	75,000.00
56	Roads		paved	31.20		Ambleside Dr		50					4	3			$	28,000.00
57	Roads		paved	99.26		Kelsey Lane		50					4	3			$	88,000.00
58	Roads		paved	202.68		Kelsey Way		50					4	3			$	179,000.00
59	Roads		paved	51.09		Hemlock St		50					4	3			$	46,000.00
60	Roads		loose	230.27		-		10					4	3			$	126,000.00

62	Roads	rough	812.36	-		25				4	3				$	443,000.00
63	Roads	loose	311.68	-		10				4	3				$	170,000.00
64	Roads	paved	92.81	Seaview St		50				4	3				$	82,000.00
65	Roads	loose	308.18	-		10				4	3				$	168,000.00
66	Roads	loose	521.82	-		10				4	3				$	285,000.00
67	Roads	paved	25.77	-		50				4	3				$	23,000.00
69	Roads	paved	84.75	Sayward Rd		50				4	3				$	75,000.00
70	Roads	paved	43.57	MacMillan Dr		50				4	3				$	39,000.00
71	Roads	paved	19.30	-		50				4	3				$	18,000.00
72	Roads	loose	50.06	unsigned		10				4	3				$	28,000.00
73	Roads	loose	271.38	-		10				4	3				$	148,000.00
74	Roads	paved	112.58	Balsam St		50				4	3				$	100,000.00
75	Roads	paved	46.55	Sayward Hts		50				4	3				$	42,000.00
76	Roads	loose	375.61	-		10				4	3				$	205,000.00
1	Watermain	200 PVC	592.39	Sayward Rd		85	33	39%	100%	3	3	3	2075	2160	$	516,000.00
29	Watermain	200 PVC	21.24	Sayward Rd		85	33	39%	100%	3	3	3	2075	2160	$	19,000.00
30	Watermain	200 PVC	21.24	Sayward Rd		85	33	39%	100%	3	3	3	2075	2160	$	19,000.00
31	Watermain	200 PVC	21.24	Sayward Rd		85	33	39%	100%	3	3	3	2075	2160	$	19,000.00
32	Watermain	200 PVC	21.24	Sayward Rd		85	33	39%	100%	3	3	3	2075	2160	$	19,000.00
33	Watermain	200 PVC	21.24	Sayward Rd		85	33	39%	100%	3	3	3	2075	2160	$	19,000.00
34	Watermain	200 PVC	20.65	Sayward Rd		85	33	39%	100%	3	3	3	2075	2160	$	18,000.00
35	Watermain	200 DI	27.52	Sayward Rd		80	33	41%	100%	3	3	3	2070	2150	$	24,000.00
36	Watermain	200 PVC	42.24	Sayward Rd		85	33	39%	100%	3	3	3	2075	2160	$	37,000.00
37	Watermain	200 PVC	212.95	Kelsey Way		85	33	39%	100%	3	3	3	2075	2160	$	186,000.00
38	Watermain	200 PVC	48.68	unsigned		85	33	39%	100%	3	3	3	2075	2160	$	43,000.00
39	Watermain	200 PVC	113.73	Kelsey Way		85	33	39%	100%	3	3	3	2075	2160	$	99,000.00
40	Watermain	200 PVC	63.86	Kelsey Way		85	33	39%	100%	3	3	3	2075	2160	$	56,000.00
47	Watermain	250 PVC	160.64	Sayward Rd		85	19	22%	100%	3	3	3	2089	2174	$	152,000.00
48	Watermain	200 PVC	381.04	Sayward Rd		85	19	22%	100%	3	3	3	2089	2174	$	332,000.00
49	Watermain	200 PVC	278.39	Sayward Rd		85	19	22%	100%	3	3	3	2089	2174	$	243,000.00
50	Watermain	100 PVC	10.33	Sayward Rd		85	19	22%	100%	3	3	3	2089	2174	$	7,000.00
51	Watermain	200 PVC	77.66	Sayward Rd		85	19	22%	100%	3	3	3	2089	2174	$	68,000.00
52	Watermain	100 PVC	62.31	Sayward Rd		85	19	22%	100%	3	3	3	2089	2174	$	42,000.00
15	Storm Main	600 CMP	42.90	MacMillan Dr		50	22	44%	100%	3	3	3	2051	2101	$	68,000.00
24	Storm Main	200 PVC	59.34	MacMillan Dr		85	24	28%	100%	3	3	3	2084	2169	$	69,000.00
27	Storm Main	300 PVC	36.40			85	27	32%	100%	3	3	3	2081	2166	$	48,000.00
16	Sewer Main	150 AC	75.98	MacMillan Dr		60	55	92%	300%	1	3	3	2028	2088	$	88,000.00
18	Sewer Main	150 AC	56.75	MacMillan Dr		60	55	92%	300%	1	3	3	2028	2088	$	65,000.00
23	Sewer Main	150 AC	142.19	MacMillan Dr		60	55	92%	300%	1	3	3	2028	2088	$	163,000.00
25	Sewer Main	200 AC	105.56	MacMillan Dr		60	55	92%	300%	1	3	3	2028	2088	$	129,000.00
28	Sewer Main	150 AC	63.14	MacMillan Dr		60	55	92%	300%	1	3	3	2028	2088	$	73,000.00
29	Sewer Main	150 AC	57.33	Sayward Hts		60	55	92%	300%	1	3	3	2028	2088	$	66,000.00
30	Sewer Main	150 AC	74.18	Ambleside Dr		60	55	92%	300%	1	3	3	2028	2088	$	85,000.00
31	Sewer Main	150 AC	51.56	Ambleside Dr		60	55	92%	300%	1	3	3	2028	2088	$	60,000.00
33	Sewer Main	150 AC	44.25	Seaview St		60	55	92%	300%	1	3	3	2028	2088	$	51,000.00
34	Sewer Main	150 AC	14.41	Seaview St		60	55	92%	300%	1	3	3	2028	2088	$	17,000.00
35	Sewer Main	150 AC	50.83	Seaview St		60	55	92%	300%	1	3	3	2028	2088	$	59,000.00
44	Sewer Main	150 AC	73.78			60	55	92%	300%	1	3	3	2028	2088	$	85,000.00
45	Sewer Main	150 AC	40.45	Seaview St		60	55	92%	300%	1	3	3	2028	2088	$	47,000.00
46	Sewer Main	150 AC	104.35	Dyer Dr		60	55	92%	300%	1	3	3	2028	2088	$	120,000.00
47	Sewer Main	150 AC	97.86	Dyer Dr		60	55	92%	300%	1	3	3	2028	2088	$	113,000.00
48	Sewer Main	150 AC	74.19	Ambleside Dr		60	55	92%	300%	1	3	3	2028	2088	$	85,000.00
49	Sewer Main	150 AC	36.40	Spar St		60	55	92%	300%	1	3	3	2028	2088	$	42,000.00
55	Sewer Main	150 AC	13.16			60	55	92%	300%	1	3	3	2028	2088	$	16,000.00
58	Sewer Main	200 AC	58.94	MacMillan Dr		60	55	92%	300%	1	3	3	2028	2088	$	72,000.00
73	Sewer Main	150 AC	55.54	MacMillan Dr		60	55	92%	300%	1	3	3	2028	2088	$	64,000.00
79	Sewer Main	150 AC	32.26			60	55	92%	300%	1	3	3	2028	2088	$	37,000.00
3	Equipment				Fob & Alarm System	5	2	40%	100%	3	3	3	2026	2031	$	15,000.00

- Sanitary Lift Station
- Sanitary Manhole
- Water Hydrant
- Water Faucet
- Water Meter
- Water Service
- Water Valve
- Water Vault
- Catch Basin
- Storm Manhole
- Sewer Outfall
- Gravity Sewer
- Sanitary Forcemains
- Hydrant Leads
- Watermain
- Culverts
- Storm Sewer
- Stream
- Wetland
- Waterbody

Capital Projects
- High Risk
- Low Risk
- Village of Sayward Administrative Boundary
- Service Boundary

Capital Project: #7
$424,000
- 1200mm CMP replacement

Capital Project: #6
$689,210
- 150mm water main replacement

Capital Project: #5
$733,070
- 150mm and 200mm sanitary main replacement

Capital Project: #3
$296,918
- 150mm and 200mm sanitary main replacements

Capital Project: #2
$158,970
- 200mm water main replacement
- 300mm CMP replacement

Capital Project: #1
$1,722,100
- Lift station replacement
- 200mm force main replacement
- 200mm water main replacement

Hemlock St
Balsam St
Seaview St
Sayward Hts
Applecross Dr
Spar St
Dyer Dr
MacMillan Dr
Hkusam Wa
Sayward Rd
Strait
Salmon Bay
Johnstone

Village of Sayward

200
Metres

Utility Network, Administrative Boundary, Streams, Waterbody and Wetlands provided by SRD ; Bays and Channels provided by Freshwater Atlas; Roads provided by Digital Road Atlas

URBAN SYSTEMS MEMORANDUM

DATE: March 15, 2024
TO: Keir Gervais - Village of Sayward
CC: Colin Read - Village of Sayward
FROM: Steven Olson - Urban Systems
FILE: 2906.0008.01
SUBJECT: Asset Management Policy Update

1.0 INTRODUCTION

This memorandum has been created for the Village of Sayward to provide proposed updates to the Asset Management Policy originally approved in October 2016. The following will show the revised Sections 2.0 and 2.1 to allow for a more brief, feasible set of policy guidelines.

2.0 POLICY UPDATES

To construct a clear and concise policy the following is proposed in replacement of Section 2.0 Policy of the Asset Management Policy:

2.0 POLICY

Asset management is a broad strategic framework that encompasses many disciplines and involves the entire organization. The Village of Sayward will:

- Create a maintenance management plan for capital assets and monitor compliance;
- Manage municipal capital asset inventories to support public safety, community well-being and community goals;
- Monitor standards and service levels to ensure that they meet/support community and Council goals and objectives;
- Plan for stable long-term funding to replace and/or renew and/or decommission capital assets; and
- Report to citizens regularly on the status and performance of work related to the implementation of this asset management policy.

To construct a clear and concise policy the following is proposed in replacement of Section 2.1 Policy Principles of the Asset Management Policy:

2.1 Policy Principles

The key principles of the Municipal Asset Management Policy are outlined in the following list. The Village of Sayward shall:

- Make informed decisions, by pursuing best practices and identifying all revenues and costs (including operation, maintenance, replacement and decommission) associated with capital assets;
- Integrate corporate, financial, business, technical and budgetary planning for capital assets;
- Establish organizational accountability and responsibility by consulting with stakeholders when appropriate;

DRAFT

- Define and articulate service, maintenance and replacement levels and outcomes minimizing the total life cycle costs;
- Consider environmental, social, and sustainability goals;
- Minimize risks to users and risks associated with failure; and
- Report the performance of its asset management program.

3.0 CONCLUSION

The goal of this memorandum was to provide guidance for updating the Village of Sayward's Asset Management Policy. Further discussion with the village will take place to ensure that all priorities have been met within the updated policy.

Sincerely,

URBAN SYSTEMS LTD.

Steven Olson, EIT
Project Engineer

Eric Sears, P.Eng
Municipal Engineer

cc: Cassidy Hemphill – Urban Systems

/Ch
Enclosure:

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The preparation of this project was carried out with assistance from the Government of Canada and the Federation of Canadian Municipalities. Notwithstanding this support, the views expressed are the personal views of the authors, and the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them."

URBAN SYSTEMS MEMORANDUM

DATE: June 14, 2024
TO: Keir Gervais - Village of Sayward
CC: Colin Read - Village of Sayward
FROM: Steven Olson - Urban Systems
FILE: 2906.0008.01
SUBJECT: Asset Management Strategy Update

1.0 INTRODUCTION

In 2016, the Village of Sayward completed an Asset Management Program including a strategy and policy for roads, linear water, sanitary sewer, and storm drainage infrastructure that was adopted the following year by Village Council. Several next steps were later identified by staff and Council members to help the strategy become more implementable and capable of guiding decision-making processes for prioritizing capital project planning.

This memorandum has been created for the Village of Sayward to provide proposed updates to the existing Asset Management Strategy Document. The following will show the revised Section 6 to create for a more brief, feasible strategy improvement plan.

2.0 UPDATES

To construct a clear and concise improvement plan the following is proposed in replacement of Section 6.0 – Asset Management Improvement Plan:

The following table contains tasks that are needed to achieve the objectives in the updated Asset Management Policy and this Asset Management Strategy. The table also assigns the tasks to the Village of Sayward's organization to appoint responsibility.

Task #	Task	Responsibility	Timeline	Resources
1	Adopt individual asset management plans for Roads, Water, Sanitary Sewer, and Storm Drainage	Council	2023 – 2024	Consultant, CAO, Public Works Staff
2	Review and refer to prepared Capital Priority Plan when creating financial budgets and projects	CAO, Council	Ongoing Update yearly	Consultant, CAO, Council
3	Review and refer to Asset Management Policy	CAO, Council	3- 5 year intervals	Consultant, CAO
4	Update Asset Management Strategy	CAO, Council	3- 5 year intervals	Consultant, CAO
5	Create a new/ updated Maintenance Management Plan	Council	3- 5 year intervals	Consultant, CAO, Public Works Staff
6	Create a funding strategy and implementation document	CAO	June 2024	Consultant, CAO

DRAFT

3.0 CONCLUSION

The goal of this memorandum was to provide guidance for updating the Village of Sayward's Asset Management Strategy. Further discussion with the village will take place to ensure that all priorities have been met within the updated table.

Sincerely,

URBAN SYSTEMS LTD.

Steven Olson, EIT
Project Engineer

Eric Sears, P.Eng
Municipal Engineer

cc: Cassidy Hemphill – Urban Systems

/Ch
Enclosure:

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Maintenance Management Plan

Village of Sayward

March 2024

This report is prepared for the sole use of the Village of Sayward.

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Introduction

Objective

The objective of the Maintenance Management Plan (MMP) is to provide the Village of Sayward with an organized and systematic tool for the operations team leader to effectively maintain the community's capital assets, as well as:

- Reduce risk of safety and environmental hazards;
- Track completed maintenance and provide an accountability protocol for existing and future Sayward maintenance staff;
- Develop and maintain maintenance records and history;
- Provide a rationalization for establishing annual operations and maintenance budgets; and
- Extend the life of capital assets.

The amount of effort invested in maintaining an asset should be dependent on the potential consequences of premature failure or damage. The level of service for each asset is set based on a combination of factors including:

- Value of the asset
- Safety risk to the public, community members and employees, and the environment
- Aesthetic value of the asset

The Village of Sayward will be responsible for operating and maintaining the entire sanitary sewer system, water system, and storm water management system. This manual reflects the responsibilities and operational tasks that will be required to be completed to meet safety regulations and upkeep assets.

Methodology

This plan was prepared in conjunction with Village of Sayward management. Maintenance tasks were developed based on asset maintenance requirements. Estimates of task duration, recurrence interval, and manpower required were estimated from our experience with other systems of similar nature.

Components of the MMP and Implementation Instructions

This maintenance management system, which includes an activity index, task descriptions, annual wall schedule, and weekly report forms is designed as a guide to trigger the completion of tasks that will help the Village of Sayward ensure that public infrastructure is kept in a satisfactory condition.

There are two components to this system – triggering maintenance and tracking maintenance. The triggering system includes an annual schedule/calendar and a weekly form. The annual schedule shows all operations and maintenance tasks and when those tasks are scheduled during the year. The weekly form includes all the tasks that require completion during that week. The weekly form doubles as a reporting form for completed maintenance. This allows management to track maintenance that has been completed and tasks that have been postponed. Once a task is completed, the weekly form is filled out with the date of completion.

General process of implementation of the MMP:

1. Team leader to review previous week's report and transfer deferred maintenance items to current week's form.
2. Team meeting to take place so the week's tasks can be assigned to public works employees.
3. As tasks are completed, the weekly form can be updated.
4. At the end of the week the weekly report is filled out.

For every task, a sheet describing the activity, time and number of people required, and suggestions for equipment and tools is included. Every task is assigned a unique numeric "task code" which helps identify that particular task. The task sheets are intended to act as a guide for workers unfamiliar with the activity. It is intended that the task sheets be updated and revised on a regular basis to suit the needs of the workers and the Village of Sayward. For example, some task sheets only have a short general description of the work; the operator may find it useful to add detail to these sheets clarifying the tasks or outlining procedures.

The annual schedule includes weekly totals of labour requirements. These will allow the operator to formulate more accurate budgets and to assess how to utilize personnel more effectively.

Schedule is for maintenance tasks only and does not include time for training.

During busy weeks it is important to effectively prioritize the week's tasks. The order of importance when prioritizing tasks should be as follows:

1. Public health and safety
2. Safety of the environment
3. Asset life
4. Aesthetics

In light of the information contained within this plan, such as labour requirements, it is recommended that the annual operations and maintenance budget be updated to reflect the anticipated resource and equipment demands.

The MMP should be updated annually by the operator. New assets and activities must be integrated into the system to ensure its effectiveness and continued relevance.

Section 1:
Task Descriptions

Village of Sayward – Sanitary/ Water/ Storm Systems

Maintenance Management Plan

ACTIVITY INDEX

001. GENERAL ADMINISTRATION

01. Weekly Work Planning

NUMBER:	**001.01**
ACTIVITY:	**WEEKLY WORK PLANNING – FOR ALL PUBLIC WORKS DUTIES**

Task Description:	Early in the week the Public Works Foreman plans tasks, issues, and requirements. Discusses with other members of village staff when required.
Recurrence:	Once per week (Monday morning preferred)
Equipment:	None
Materials Required:	None
Time Required:	approximately 15-30 minutes
No. People Required:	Public Works Foreman

1. Take note of deferred maintenance from previous weeks with the Operations and Maintenance Team. Arrange to have deferred maintenance completed this week.
2. Take note of the weeks scheduled activities with Operations and Maintenance Team.
3. Identify material and equipment requirements for upcoming tasks.
4. Arrange sufficient man-power to ensure the week's tasks can be completed.
5. Arrange a work plan for the week to ensure completion of planned and deferred tasks.
6. Review Safety procedures and discuss issues.
7. If required, discuss relevant budget and expenditure issues.
8. If required, discuss education and training requirements as required.

02. Weekly Report

NUMBER:	**001.02**
ACTIVITY:	**WEEKLY REPORT**

Task Description:	Completion of weekly report
Recurrence:	Once per week (preferably on Friday)
Equipment:	None
Materials Required:	None
Time Required:	30 minutes
No. People Required:	Public Works Foreman

1. During the week the foreman is to keep track of tasks completed.
2. At the end of the week, complete one weekly task form identifying all completed tasks and deferred tasks.
3. For all deferred tasks include a description of why it was postponed.

03. Monthly Report

NUMBER:	**001.03**
ACTIVITY:	**MONTHLY REPORT**

Task Description:	Completion of Monthly report.
Recurrence:	Once per month (month end)
Equipment Required:	Computer, printer, etc.
Materials Required:	None
Time Required:	2 hours
People Required:	1 Person (Public Works Foreman)

1. Compile Monthly Report of all tasks completed, tasks deferred and reasons for deferring, note issues and concerns.

04. Monthly Budget Review

NUMBER:	**001.04**
ACTIVITY:	**MONTHLY BUDGET REVIEW – FOR ALL PUBLIC WORKS DUTIES**

Task Description:	Monthly budget review to ensure expenditures are on track
Recurrence:	Once per month
Equipment:	None
Materials Required:	None
Time Required:	1 hour
No. People Required:	Public Works Foreman

1. Review expenses and expenditures for the previous month and compare with projected budget.

05. Prepare Annual Budget

NUMBER:	**001.05**
ACTIVITY:	**PREPARE ANNUAL BUDGET – FOR ALL PUBLIC WORKS DUTIES**

Task Description:	Prepare annual budget
Recurrence:	Once per year
Equipment:	None
Materials Required:	None
Time Required:	8 hours
No. People Required:	Public Works Foreman and Village of Sayward Staff Member

1. Obtain compiled detailed account of previous year's expenditures.
2. Identify projected expenses for coming year.
3. Review changes made to equipment if necessary.
4. Review and evaluate level of service provided.
5. Prepare annual work plan including schedule.
6. Update weekly sheets.
7. Prepare budget.
8. Compare last year's actual time, equipment and material costs to next year's forecasts.

002. WASTEWATER SYSTEMS

01. Gravity Sewer

01. Manhole Inspection

NUMBER:	**002.01.01**
ACTIVITY:	**MANHOLE INSPECTION**

Task Description:	Inspect manholes
Recurrence:	Once every 3 months
Equipment:	Manhole lifter, traffic control signs etc.
Materials Required:	None
Time Required:	2 hours
No. People Required:	1 person

1. Locate manhole and place traffic control signs in position visible to all vehicles.
2. Remove manhole lid and inspect for debris and blockages.
3. Clean and flush manhole as required.

02. Flushing of Gravity Sewers

NUMBER:	**002.01.02**
ACTIVITY:	**FLUSHING OF GRAVITY SEWERS**

Task Description:	Flush gravity sewer mains
Recurrence:	Once every year
Equipment:	None
Materials Required:	None
Time Required:	8 hours
No. People Required:	1 person

1. Hire qualified contractor to flush gravity sewers.
2. Locate manholes for Contractor.
3. Supervise sewer flushing and prepare records of completed work.

Note: Typical flushing frequency is once every 5 years; however, due to minimal sewer grades flushing is recommended annually. Flushing frequency may be reduced based on system performance observed during video inspection.

03. Video Inspection of Gravity Sewers

NUMBER:	**002.01.03**
ACTIVITY:	**VIDEO INSPECTION OF GRAVITY SEWERS**

Task Description:	Video inspection of sewers
Recurrence:	Once every year prior to sewer flushing
Equipment:	None
Materials Required:	None
Time Required:	8 hours
No. People Required:	1 person

1. Schedule qualified contractor to inspect Village of Sayward's sewers and record video of results.
2. Ensure video inspection occurs prior to sewer flushing to investigate actual sediment and solids build-up in the pipes.
3. Follow up with Contractor to obtain video inspection reports and condition assessment that has been certified by a qualified consultant.

Note: Typical video inspection is once every 5 years; however, due to minimal sewer grades video inspection is recommended annually.

02. Community Pump Stations

01. Inspection of Community Pump Stations

NUMBER:	**002.02.01**
ACTIVITY:	**INSPECTION OF COMMUNITY PUMP STATIONS**

Task Description:	Visually inspect each individual pump station and perform maintenance if necessary
Recurrence:	Once per year
Equipment:	Flashlight, Lid key, hose, tools
Materials Required:	None
Time Required:	16 hours
No. People Required:	1 person

1. Walk around each pump station and look for signs of problems.
2. Unlock the wet well and inspect the interior of the chamber.
3. Ensure that pumps are off during the inspection.
4. Wash down the tank and pump with hose.
5. Remove pump and inspect the pump and piping.
6. If the pump is not operating properly, consult the pump supplier for troubleshooting assistance. Refer to the Village of Sayward's Operations And Maintenance Manual for pump specifications and supplier contact information.
7. Place pump back into wet well and ensure pump operates properly.
8. Lock the pump station lid.

003. WATER SYSTEM

01. Water Supply

01. Intake Inspection

NUMBER:	**003.01.01**
ACTIVITY:	**WATER INTAKE INSPECTION**

Task Description:	Thorough inspection of well and appurtenances.
Recurrence:	Once every ten years or if drawdown levels increase by 10%
Equipment Required:	Service Truck, CCTV Camera Equipment
Materials Required:	Miscellaneous Shop Supplies
Time Required:	8 hours
People Required:	1 Person (Operator) + Qualified Well Pump Installer

1. Contact a provincially qualified contractor to complete the inspection.
2. Ensure that the reservoir is full prior to initiating the inspection.
3. Inspect one at a time using the other well to supply the system as required. The well that is being inspected should be set to OFF. The well that is supplying the system should be set to AUTO.
4. The contractor should pull the submersible well pump and drop pipe, inspect the condition, and complete any minor repairs.
5. The contractor should inspect the intake and screen using CCTV camera equipment.
6. Ensure that the well pump, drop pipe, probe wires, etc. are reinstalled properly.
7. After the inspection is completed, run the well on manual to ensure that it is operating properly and record the well drawdown (specific capacity).
8. Repeat steps 3 to 7 for the second well.
9. Have the well contractor submit a written report of the inspection and make arrangements for any major repairs (redevelopment, pump replacement, etc.)

02. Intake Flushing

NUMBER:	**003.01.02**
ACTIVITY:	**INTAKE FLUSHING**

Task Description:	Flush supply wells.
Recurrence:	Twice per year (or if wells have been disinfected or redeveloped)
Equipment Required:	None
Materials Required:	None
Time Required:	2 hours
People Required:	2 People (Operators)

1. Ensure that the reservoir is full prior to initiating the task.
2. Set both wells to the OFF position.
3. Close the isolation valve for the Well #1 supply line and open the corresponding valve on the Well #1 flush line.
4. Turn Well #1 to HAND and allow the well pump to run for 15 minutes.
5. Monitor the water flow from the well flush line and ensure that it is dissipating to ground or to the nearby swale.
6. Turn Well #1 to the OFF position and return the valves to their original position.
7. Repeat steps 3 to 6 for Well #2.
8. Once the flushing is complete turn both wells back to the AUTO position and ensure that all valves are in their original position.

03. Replacement Level Transmitter Desiccant

NUMBER:	**003.01.03**
ACTIVITY:	**REPLACE LEVEL TRANSMITTER DESICCANT**

Task Description:	Well and reservoir level transmitter maintenance.
Recurrence:	Once per year
Equipment Required:	Screwdriver, Crescent Wrench
Materials Required:	None
Time Required:	2 hours
People Required:	1 Person (Operator)

1. Desiccant boxes keep the moisture out of the level transmitter. The boxes are located inside junction boxes; one at each of the well heads, and the other at the reservoir.
2. Open junction boxes, remove old desiccant box and replace with new as per suppliers instruction sheet.

02. Pumphouse

01. Daily Pumphouse Inspection

NUMBER:	**003.02.01**
ACTIVITY:	**DAILY TREATMENT PLAN INSPECTION**

Task Description:	General inspection of interior and exterior of the building.
Recurrence:	Once per week day
Equipment Required:	Broom, Dust Pan
Materials Required:	None
Time Required:	1 hour
People Required:	1 Person (Operator)

1. Walk around the exterior of the Treatment plant and confirm that all exhaust ducts, louvers, lights, etc. are intact and there are no concerns regarding the building exterior.
2. Walk through the interior of the Treatment plant and complete a general inspection of the mechanical and electrical components.
3. Ensure that the settings on the control panel are in their normal operating positions.
4. Complete a general inspection of the chlorination equipment. Ensure that there are no leaks in the system and check the level in the hypochlorite drum.
5. Sweep the floors and tidy up the facility as required.
6. Complete the daily report form.

02. Test Safety Equipment

NUMBER:	**003.02.02**
ACTIVITY:	**TEST SAFETY EQUIPMENT**

Task Description:	Confirm that safety equipment is operational.
Recurrence:	Once per month
Equipment Required:	None
Materials Required:	None
Time Required:	1 hour
People Required:	1 Person (Operator)

1. Confirm that the fire extinguisher is in its proper location. Check the tag to confirm that the extinguisher is not due for service.
2. Confirm that the exhaust fan in the chlorination room is operational.
3. Confirm that personal protective equipment including gloves, aprons and goggles are available and accessible.
4. Confirm that the emergency eyewash and shower are operational. The water temperature should be “luke warm”.
5. Confirm that there are no tripping hazards or other safety concerns inside or around the disinfection facility.

03. Chlorine Dosing System Regular Check

NUMBER:	**003.02.03**
ACTIVITY:	**CHLORINE DOSING SYSTEM REGULAR CHECK**

Task Description:	Inspection of entire chlorine dosing system.
Recurrence:	Once per month
Equipment Required:	Torque wrench Allen wrench
Materials Required:	Dry, clean cloth (to clear surfaces)
Time Required:	1 hour
People Required:	1 Person (Operator)

1. Check the dosing performance
2. Check the strainer and clean if necessary
3. Maintain the dosing pump - Follow instructions for regular maintenance outlined in the DDA Installation and Operating Instructions manual.
4. Maintain the back pressure and pressure relief valve - Follow manual for installation and maintenance of back pressure valves and pressure relief valves.
5. Check all accessories such as pulsation dampeners and level switches to confirm proper operation.

04. Chlorine Dosing System Check & Repair

NUMBER:	**003.02.04**
ACTIVITY:	**CHLORINE DOSING SYSTEM CHECK & REPAIR**

Task Description:	Inspection of entire chlorine dosing system.
Recurrence:	Once per year
Equipment Required:	Torque wrench Allen wrench
Materials Required:	Service kit for wearing parts (if necessary)
Time Required:	2 hours
People Required:	1 Person (Operator)

1. Check entire dosing system installation.
2. Replace gaskets, O-rings, diaphragms, and other wear parts if necessary.
3. Note that unit will signal a service requirement when replacement of wearing parts are due.
4. Follow instructions outlined in the DDA Installation and Operating Instructions manual.

05. Calibrate Chlorination System

NUMBER:	**003.02.05**
ACTIVITY:	**CALIBRATE CHLORINATION SYSTEM**

Task Description:	Calibrate chlorine metering pumps.
Recurrence:	Twice per year or as required
Equipment Required:	Stop Watch
Materials Required:	O&M Manual – Manufacturer's Instructions
Time Required:	2 hours
People Required:	1 Person (Operator)

1. Use the calibration column on the chlorination system panel to complete a 5 to 10 minute drawdown test to confirm the flow rate for the chlorine metering pumps. Refer to the O&M Manual for drawdown test procedure.
2. The injection dosing rate can be adjusted based on free chlorine residual readings throughout the distribution system.
3. If adjusting the dosing rate does not address issues regarding free chlorine residuals, contact the Circuit Rider to assist with adjusting the setting on the metering pumps.
4. If additional assistance is required, contact the supplier.

06. Major Cleaning of Pumphouse

NUMBER:	**003.02.06**
ACTIVITY:	**MAJOR CLEANING OF PUMPHOUSE**

Task Description:	Annual major cleaning of the pumphouse building.
Recurrence:	Once per year
Equipment Required:	Pressure Washer, Steel Rake
Materials Required:	Mop and Bucket
Time Required:	4 hours
People Required:	2 people (Operators)

1. Pressure wash the exterior walls of the building.
2. Level any rough areas of the granular compound using a steel rake.
3. Scrub the interior floors of the facility.
4. Complete any other required maintenance or cleaning required.

03. Dissolved Air Flotation (DAF)

01. Daily DAF Inspection

NUMBER:	**003.03.01**
ACTIVITY:	**DAILY DAF INSPECTION**

Task Description:	General Inspection of equipment and surrounding
Recurrence:	Once per day
Equipment Required:	None
Materials Required:	
Time Required:	1 hour
People Required:	1 Person (Operator)

1. Check all control system alarms are intact and engaged.
2. Monitor the influent flow rate and effluent quality/ turbidity.
3. Clean air filter/regulator and set air flow settling in pneumatic panel.
4. Inspect system for leaks in pipes and pumps.
5. Eject sediment from drain valves and check for clogging in aeration valves.
6. Monitor skimmer system for smooth operation and correct tension.
7. Check and set chemical dosing rates and inspect chemical supply.

02. Cleaning DAF Unit

NUMBER:	**003.03.02**
ACTIVITY:	**CLEANING DAF UNIT**

Task Description:	Draining and cleaning the DAF unit
Recurrence:	Once per week
Equipment Required:	None
Materials Required:	
Time Required:	1 hour
People Required:	1 Person (Operator)

1. Drain the DAF unit.
2. Clean the emptied unit. While emptied inspect strainers and filters and replace as necessary.
3. Inspect and clear tanks and sumps of sediment

03. Grease and Oiling

NUMBER:	**003.03.03**
ACTIVITY:	**GREASE AND OILING**

Task Description:	Grease and oiling of frequently used components
Recurrence:	Once per month
Equipment Required:	None
Materials Required:	Oil and grease
Time Required:	1 hour
People Required:	1 Person (Operator)

1. Grease all bearings
2. Apply anti-seize to frequently used threaded parts
3. Check skimmer/auger drive oil and recycle pump oil/grease

04. Alternating Pumps

NUMBER:	**003.03.04**
ACTIVITY:	**ALTERNATING PUMPS**

Task Description:	Alternating pumps and motors.
Recurrence:	Once per month
Equipment Required:	
Materials Required:	
Time Required:	1 hour
People Required:	1 Person (Operator)

1. Alternate the motors and pumps associated with the DAF system.

04. Reservoir

01. Reservoir Inspection

NUMBER:	**003.04.01**
ACTIVITY:	**RESERVOIR INSPECTION**

Task Description:	Inspect reservoir and surrounding area.
Recurrence:	Once per week
Equipment Required:	Manhole Lifter, Vegetation Clearing Equipment
Materials Required:	Flashlight
Time Required:	1 hour
People Required:	1 Person (Operator)

1. Walk around the exterior of the reservoir and visually inspect for any vandalism, cracks, leaks, etc.
2. Trim any vegetation that is encroaching around the reservoir or access road.
3. Ensure that the reservoir access hatch is closed, locked and secure.
4. Confirm that the vent pipes are clear and that the screens are intact.

02. Annual Reservoir Inspection

NUMBER:	**003.04.02**
ACTIVITY:	**ANNUAL RESERVOIR INSPECTION**

Task Description:	Annual inspect of reservoir and surrounding area.
Recurrence:	Once per year
Equipment Required:	Service Trucks, Chain Saw, Manhole Lifter, Vegetation Clearing Equipment
Materials Required:	Flashlight
Time Required:	4 hours
People Required:	1 Person (Operator)

1. Inspect and arrange to remove all trees which can fall onto the fence, road, antenna, or reservoir site.
2. Open reservoir hatches and shine a light onto the floor and check for sediment build up.
3. Ensure that the reservoir access hatch is closed, locked and secure.
4. Remove any overgrown brush from within the fenced area.
5. Inspect the lock block retaining wall for movement.

03. Reservoir Cleaning

NUMBER:	**003.04.03**
ACTIVITY:	**RESERVOIR CLEANING**

Task Description:	Clean inside of reservoir structure.
Recurrence:	Once every five years – confirm by inspection
Equipment Required:	Valve Key, Hydrant Wrench, Pressure Sustaining Valve, Cleaning and Disinfection Equipment
Materials Required:	Record Drawings, Cleaning Solution, Chlorine, Bacteriological Sample Bottles
Time Required:	24 hours each well
People Required:	2 People (Operators) + Specialized Contractor

Taking the Reservoir Offline:

1. Contact a specialized contractor that is trained and certified in confined space entry to complete this task.
2. Contact the fire department so that they are aware that the reservoir will be offline and inform the community so that they can conserve water.
3. Turn off the well pumps the day before the cleaning and allow the community to draw down the water level in the reservoir.
4. Drain the remainder of the reservoir.
5. Re-route the water from the pumphouse through the reservoir bypass by opening the reservoir bypass valve and closing the inlet and outlet valves.
6. A pressure sustaining valve (PSV) attached to a system hydrant may be required to relieve excess pressure from the well pumps.
7. While the reservoir is offline, supply the system by running one well pump on HAND mode. Any excess pressure will be discharged to atmosphere by the PSV.

Cleaning the Reservoir:

1. The contractor should clean all inside surfaces and internal components of the reservoir.
2. After the cleaning is complete, the reservoir should be disinfected in accordance with AWWA C652-02.
3. The contractor should note any issues observed with the structure or internal components (level transmitter, interior ladder, etc.)

Bringing the Reservoir Back Online:

1. Refill the reservoir by opening the inlet valve. The outlet valve should remain closed and the bypass valve should remain open so that the distribution system continues to be supplied directly from the wells.
2. Once the reservoir is full, close the inlet valve and collect water samples from the reservoir in accordance with AWWA C652-02.
3. Provided that the bacteriological testing and chlorine residuals satisfy the requirements of AWWA C652-02, the reservoir can be put back online.
4. Re-route the water from the pumphouse back through the reservoir by opening the inlet and outlet valves and closing the bypass valve.
5. Turn both well pumps back to the AUTO position.
6. Remove the pressure sustaining valve from the hydrant.
7. Monitor the system to ensure that it returns to the normal operating condition.
8. Obtain an inspection report from the contractor.

Note: Alternatively, the reservoir can be cleaned while remaining online if divers are used. For this option a detailed plan and procedure should be requested from a specialized contractor.

05. Distribution System

01. Valve Exercising

NUMBER:	**003.05.01**
ACTIVITY:	**VALVE EXERCISING**

Task Description:	Exercising isolation valves throughout distribution system.
Recurrence:	Once per year (spring)
Equipment Required:	Valve Key, High Visibility Vest, Blue Spray Paint, Metal Detector, Shovel
Materials Required:	Record Drawings
Time Required:	8 hours
People Required:	1 Person (Operator)

1. Locate all main line and hydrant isolation valves in the system and clear any debris away from the valve box covers.
2. Mark the location of the valves using blue spray paint.
3. Slowly open and close each valve several times.
4. Record the number of turns required to completely close the valve.
5. Compare to previous records to ensure full gate travel.
6. Ensure that valves are left in their normal position.

02. Watermain Inspection

NUMBER:	**003.05.02**
ACTIVITY:	**WATERMAIN INSPECTION**

Task Description:	Visual inspection of watermain alignment.
Recurrence:	Once per year
Equipment Required:	None
Materials Required:	None
Time Required:	2 hours
People Required:	1 Person (Operator)

1. Walk the alignment of the watermains throughout the system.
2. Visually inspect for any signs of leakage (ie. wet spots, areas where grass is higher, etc.)
3. Inspect all slopes for any signs of erosion or instability.
4. If leaks, erosion, or any other concerns are observed, discuss remedial actions with the Water Leader.

03. Hydrant Inspection

NUMBER:	**003.05.03**
ACTIVITY:	**HYDRANT INSPECTION**

Task Description:	Inspection of fire hydrants.
Recurrence:	Twice per year
Equipment Required:	Hydrant Wrench, Valve Key, Diffuser, Sodium Thiosulphate Pucks
Materials Required:	Wire Brush, Paint, Paint Brush, Solvent
Time Required:	8 hours
People Required:	2 People (Operators)

1. Confirm that all hydrants are accessible, and that the surrounding area is free of debris or any other potential obstructions.
2. Ensure that each hydrant is functional and operating properly.
3. Use the diffuser and de-chlorinating pucks as required to control the discharge of the water being flushed from the hydrant.
4. If a problem with the hydrant exists, contact the Circuit Rider or a qualified contractor to service the hydrant.
5. Use a wire brush to remove any loose paint or debris from the hydrant. Clean the surface with solvent and repaint the hydrant as necessary.

04. Hydrant Maintenance

NUMBER:	**003.05.04**
ACTIVITY:	**HYDRANT MAINTENANCE**

Task Description:	Regular hydrant maintenance.
Recurrence:	Once per year
Equipment Required:	Hydrant Wrench, Miscellaneous Tools
Materials Required:	Typical Hydrant Components (ie. gaskets)
Time Required:	8 hours
People Required:	1 Person (Operator) + Circuit Rider

1. Inspect each hydrant and correct minor deficiencies by replacing and / or lubricating parts.
2. Report any major repairs required to the Water Leader.
3. Document the hydrant maintenance activities in the weekly report.

05. Distribution System Flushing

NUMBER:	**003.05.05**
ACTIVITY:	**DISTRIBUTION SYSTEM FLUSHING**

Task Description:	Flush distribution system and hydrants.
Recurrence:	Once per year in conjunction with hydrant inspection.
Equipment Required:	Hydrant Wrench, Valve Key, Diffuser, Sodium Thiosulphate Pucks
Materials Required:	None
Time Required:	24 hours
People Required:	2 People (Operators)

1. Notify all affected water users that the system is being flushed.
2. Locate each hydrant and ensure discharged water can drain safely. Take care to avoid flooding and erosion from discharged water.
3. Use a diffuser and de-chlorinating pucks as required to control the discharge of the water being flushed from the hydrant.
4. Flush the system unidirectionally starting at the hydrant closest to the reservoir and moving to the extremities of the system. Each hydrant should be flushed for 10 minutes or until the flow runs clear.
5. Monitor the level of the reservoir. If the level drops significantly, allow the well pumps to refill the reservoir prior to resuming flushing. Do not drain down reservoirs below 50% full.
6. After flushing is completed, slowly close each fire hydrant to minimize the risk of surging the water mains. Leave cap loose until the hydrant completely drains and then secure the cap.
7. Advise community members that flushing is complete and recommend that they open their taps for a short period to ensure any materials that have been stirred up are flushed through the household pluming system.

06. Distribution System Swabbing

NUMBER:	**003.05.06**
ACTIVITY:	**DISTRIBUTION SYSTEM SWABBING**

Task Description:	Swab distribution system mains.
Recurrence:	Only if recommended by Engineer
Equipment Required:	Manhole Opener, Valve Key
Materials Required:	Record Drawings
Time Required:	8 hours
People Required:	1 Person (Operator) + Specialized Contractor

1. Contact a specialized contractor that is trained and certified in confined space entry to complete this task.
2. Inform the contractor of the location of the swab launch location, reservoir bypass valve, isolation valves, and hydrants.
3. Obtain a swabbing plan from the contractor and review with the engineer.
4. Notify all affected water users that the system is being swabbed.
5. Monitor the reservoir level to ensure that it does not drop too low. If necessary, pause the swabbing to allow the reservoir to refill.
6. Confirm that the water that is discharged from hydrants during the swab retrieval does not cause any erosion or other concerns.
7. Advise residents that swabbing is complete and recommend that they open their taps for a short period to ensure any materials that have been stirred up are flushed through the household pluming system.

06. Water Quality Testing

01. Daily Chlorine Residual Testing

NUMBER:	**003.06.01**
ACTIVITY:	**DAILY CHLORINE RESIDUAL TESTING**

Task Description:	Daily testing of free chlorine residual in the water system.
Recurrence:	Once per day
Equipment Required:	Portable Chlorine Residual Analyzer and Free Chlorine Reagent
Materials Required:	Key and Hand Pump for Eclipse Sampling Station
Time Required:	1 hour
People Required:	1 Person (Operator)

Supply Main:

1. The free chlorine residual at the end of the dedicated reservoir supply main can be measured by obtaining a sample from the sampling station.
2. Turn on the tap at the sampling station and allow the water to run for about 5 minutes.
3. Test the free chlorine residual using the portable chlorine residual analyser and record the results on the daily record sheet.
4. Compare to previous results. Note that the residual must be at least 0.2 mg/L, but will likely be slightly higher at this location.
5. If the free chlorine residual is less than 0.2 mg/L, retest to confirm results. If a low residual is confirmed, adjust the chlorine dosage at the control panel in the pumphouse.
6. Use the hand pump to drain the water from the sampling station to prevent freezing.
7. Lock the sampling station to protect from vandalism or tampering.

Distribution System:

1. Test the free chlorine residual using an outside tap at a home or building within the distribution system. The test should be completed at different locations each day so that over time a representation of the residuals throughout the system is obtained.
2. Before obtaining the sample allow the water to run for about 5 minutes.
3. Test the free chlorine residual using the portable chlorine residual analyser and record the results on the daily record sheet. Also record the location of the test.
4. If the free chlorine residual is less than 0.2 mg/L, retest to confirm results. If low residuals are consistently observed, adjust the chlorine dosage at the control panel in the pumphouse.

General:

1. Submit a summary of free chlorine residuals to the Environmental Health Officer as required.
2. If required, the total chlorine residual can be tested at any point within the system using the portable chlorine residual analyser and a total chlorine reagent package.

02. Weekly Microbiological Testing

NUMBER:	**003.06.02**
ACTIVITY:	**WEEKLY MICROBIOLOGICAL TESTING**

Task Description:	Weekly bacteriological sampling in distribution system.
Recurrence:	Once per week
Equipment Required:	Wrench
Materials Required:	Rubber Gloves, Sample Bottles, Lighter, Alcohol Swabs
Time Required:	2 hours
People Required:	1 Person (Operator)

1. Refer to the *Procedures for Collecting and Preserving Samples for Total Coliforms and E.coli* in Appendix H for detailed instructions regarding sample collection.
2. Obtain samples from two different locations in the distribution system to be tested for Total Coliforms and E.coli.
3. Change sampling locations from week to week to ensure that the quality of the water throughout the distribution system is being tested regularly.
4. Test samples using Colilert system.
5. Make a record of the sampling in the weekly report.

03. Quarterly Water Quality Testing

NUMBER:	**003.06.03**
ACTIVITY:	**QUARTERLY WATER QUALITY TESTING**

Task Description:	Quarterly bacteriological sampling of raw water from supply wells and disinfection by-product testing.
Recurrence:	Once every three months
Equipment Required:	None
Materials Required:	Rubber Gloves, Sample Bottles, Alcohol Swabs
Time Required:	2 hours
People Required:	1 Person (Operator) + Environmental Health Officer

Bacteriological Testing of Raw Water:

1. Refer to the attached *Procedures for Collecting and Preserving Samples for Total Coliforms and E.coli* in Appendix H for detailed instructions regarding sample collection.
2. Obtain samples from the raw water sampling tap from each well to be tested for Total Coliforms and E.coli.
3. If the well pump is not running at the time that samples are being collected, run the pump on HAND in order to ensure that a true raw water sample is obtained from each well.
4. Test each water sample collected for the following:
    - pH (on-site measurements)
    - Temperature (on-site measurements)
5. Test samples using Colilert system.
6. Make a record of the sampling in the weekly report.

Disinfection By-Product Testing:

1. Schedule a quarterly visit with the Environmental Health Officer (EHO) to obtain samples for disinfection by-product analysis.
2. Assist the EHO as required to obtain the appropriate samples throughout the water system.
3. Make a record of the sampling in the weekly report.

04. Annual Water Quality Testing

NUMBER:	**003.06.04**
ACTIVITY:	**ANNUAL WATER QUALITY TESTING**

Task Description:	Annual water quality testing completed by qualified professional.
Recurrence:	Once per year
Equipment Required:	None
Materials Required:	None
Time Required:	2 hours
People Required:	1 Person (Operator) + Environmental Health Officer

1. Schedule an annual visit with the Environmental Health Officer (EHO) to conduct annual testing of an extensive list of parameters.
2. Assist the EHO as required to obtain the appropriate samples throughout the water system.
3. Make a record of the sampling in the weekly report.

004. STORM SYSTEM

01. Ditches and Culverts

01. Ditch and Culvert Monitoring

TASK CODE:	**004.01.01**
ACTIVITY:	**DITCHES AND CULVERTS ONGOING MONITORING AND MAINTENANCE AS REQUIRED**

Task Description:	Frequent monitoring and maintenance of ditches and culverts upstream of the detention ponds
Recurrence:	Daily, if not hourly (during peak freshet and spring events and especially after major rainfall/warming events)
Equipment Required:	Portable steamer or streaming truck, shovels, rakes, excavator (extreme circumstances), pressure washer
Materials Required:	As needed
Time Required:	Varies with amount of maintenance and snow/ice removal required
People Required:	At least 2 people, more required if removal is extensive

1. Monitor the culvert pipe openings at ditch headwalls to check for any debris that is preventing runoff to flow smoothly along ditches and through culverts.
2. Mobilize steaming equipment as required to melt any ice or snow.
3. Mobilize debris removal by shovels and rakes; in extreme circumstances, an excavator may be required to help remove larger debris.
4. File each inspection form and update the task completed on the overall maintenance log.
5. Inspect all culverts checking for blockages, excess vegetation, litter, other restrictions to water flow, or undermining.
6. Remove sand / silt blockages and any litter or debris.
7. Check that culvert inlets and outlets are clear and not undermined for all driveway and road crossings.
8. Remove excess vegetation.
9. Install rock protection and infill undermined culvert inverts, as required.

02. Detention Ponds

01. Clearing Inlets and Outlets

TASK CODE:	**004.02.01**
ACTIVITY:	**CLEAR DETENTION POND INLETS AND OUTLETS ONGOING MONITORING AND MAINTENANCE AS REQUIRED**

Task Description:	Check to make sure all surface water is freely draining into and out of the detention pond
Recurrence:	Monthly, or daily (as needed based on precipitation intensity)
Equipment Required:	Trimmers, gloves, chain-saw (if needed), Face and Eye protection, Closed-Toed shoes
Materials Required:	Disposal bag (if needed)
Time Required:	1 hours for inspection, work as needed
People Required:	1 person (2 person if cleaning required)

1. DO NOT LEAVE ANY DEBRIS AT ENTER OF THE PIPELINE
   Visually inspect the headwall and trash-rack of inlet and outlet of the retention pond
2. Identify any debris, weeds, or buildup of other organic material that may cause pooling and are preventing water from flowing into and out of the retention pond
3. Remove debris, weeds, or buildup from the headwall and trash-rack
4. Re-inspect the asset after couple of hours (or as needed for intense precipitation/high melting weather) to ensure no additional blockage
5. File each inspection form and update the task completed on the overall maintenance log.

02. Pond Monitoring and Maintenance

TASK CODE:	**004.02.02**
ACTIVITY:	**OVERALL POND ONGOING MONITORING AND MAINTENANCE AS REQUIRED**

Task Description:	Check to make sure detention pond is not overfilling
Recurrence:	Monthly, or daily (as needed based on precipitation intensity)
Equipment Required:	N/A
Materials Required:	N/A
Time Required:	1 hours for inspection, work as needed
People Required:	1 person (2 person if work required)

1. Inspect the detention pond to ensure that it is not overfilling
2. If over-filling, then open more the outlet gate. Re-check after couple of hours (in instances of heavy precipitation)
3. File each inspection form and update the task completed on the overall maintenance log.

03. Vegetation Control

TASK CODE:	**004.02.03**
ACTIVITY:	**VEGETATION CONTROL**

Task Description:	Trim or remove undesired vegetation
Recurrence:	Three times annually in summer, as required
Equipment Required:	Pruners, trowel, gardening gloves, garden kneeler
Materials Required:	None
Time Required:	2 hours
People Required:	1 person

1. Perform task ideally after rainfall when the ground is soft to aid in vegetation removal.
2. Collect gardening tools including pruners, trowel, gardening gloves, and kneeling cushion.
3. Identify weeds and areas of vegetation that require attention.

04. Fence Repairs

TASK CODE:	**004.02.04**
ACTIVITY:	**REPAIR FENCE AS REQUIRED**

Task Description:	Check chain link fencing around detention pond as required.
Recurrence:	Once per year
Equipment Required:	Contractor
Materials Required:	Contractor
Time Required:	4 hours
People Required:	1 person

1. Identify fencing that requires maintenance or repair.
2. Request work be completed by contractor.

05. Snow and Ice Removal from Access

TASK CODE:	**004.02.05**
ACTIVITY:	**REMOVE ICE AND SNOW ON ACCESS ROAD**

Task Description:	Remove ice and snow from access road to water treatment plant.
Recurrence:	As required in winter.
Equipment Required:	Shovel, winter gear
Materials Required:	De-icing product and/or sand
Time Required:	5 hours per person per week (average)
People Required:	2 people

1. Wear appropriate winter clothing, boots, and gear. Get shovel and de-icing product.
2. Use shovel to push snow off to the side of the driveways, sidewalks, walkways, and parking lots.
3. Spread sand or de-icing product over the entire driveway and walking paths as required (do not use excessive amounts as this may cause damage to the driveway, lawn, or drains). Ensure de-icing product is appropriate for surface (concrete, asphalt, wood, etc.)

005. EQUIPMENT AND VEHICLES

01. Vehicles

TASK CODE:	**005.01**
ACTIVITY:	**VEHICLE SERVICING**

Task Description:	Regular scheduled servicing all maintenance vehicles.
Recurrence:	Once every 6 months (or as required)
Equipment Required:	None
Materials Required:	None
Time Required:	8 hours
People Required:	1 person

1. Schedule appointment to have vehicles serviced.
2. Coordinate drop off and pick up of vehicle at service location.

02. Equipment

TASK CODE:	**005.02**
ACTIVITY:	**EQUIPMENT SERVICING**

Task Description:	Servicing for maintenance equipment
Recurrence:	Once per month
Equipment Required:	None
Materials Required:	None
Time Required:	1 hour
People Required:	2 people

1. Maintenance team to servicing equipment as required, including:
    - Mowers
    - Weed Wackers (Trimmers)
    - Generator
    - Vacuum
    - Leaf Blower
    - Chainsaws
    - Steamers
2. Check all fluids (oil, coolant, fuel) and refill as required.

Section 2:
Annual Work Plan

(Wall Calendar)

Village of Sayward – Sanitary/ Water/ Storm Systems

Maintenance Management Plan

Village of Sayward Annual Maintenance Schedule 2025

Task Code	Task Description	30-Dec 1	6-Jan 2	13-Jan 3	20-Jan 4	27-Jan 5	3-Feb 6	10-Feb 7	17-Feb 8	24-Feb 9	3-Mar 10	10-Mar 11	17-Mar 12	24-Mar 13	31-Mar 14	7-Apr 15	14-Apr 16	21-Apr 17	28-Apr 18	5-May 19	12-May 20	19-May 21	26-May 22	2-Jun 23	9-Jun 24	16-Jun 25	23-Jun 26	30-Jun 27	7-Jul 28	14-Jul 29	21-Jul 30	28-Jul 31	4-Aug 32	11-Aug 33	18-Aug 34	25-Aug 35	1-Sep 36	8-Sep 37	15-Sep 38	22-Sep 39	29-Sep 40	6-Oct 41	13-Oct 42	20-Oct 43	27-Oct 44	3-Nov 45	10-Nov 46	17-Nov 47	24-Nov 48	1-Dec 49	8-Dec 50	15-Dec 51	22-Dec 52
001.01	WEEKLY WORK PLANNING	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
001.02	WEEKLY REPORT	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
001.03	MONTHLY REPORT	2.0				2.0				2.0					2.0				2.0				2.0					2.0				2.0				2.0				2.0				2.0				2.0				
001.04	MONTHLY BUDGET REVIEW	2.0				2.0				2.0					2.0				2.0				2.0					2.0				2.0				2.0				2.0				2.0				2.0				
001.05	PREPARE ANNUAL BUDGET	8.0																																																			
	TOTAL PERSON HOURS SCHEDULED - ADMINISTRATION TASKS	13.0	1.0	1.0	1.0	5.0	1.0	1.0	1.0	5.0	1.0	1.0	1.0	1.0	5.0	1.0	1.0	1.0	5.0	1.0	1.0	1.0	5.0	1.0	1.0	1.0	1.0	5.0	1.0	1.0	1.0	5.0	1.0	1.0	1.0	5.0	1.0	1.0	1.0	5.0	1.0	1.0	1.0	5.0	1.0	1.0	1.0	5.0	1.0	1.0	1.0	1.0
002.01.01	MANHOLE INSPECTION		2.0													2.0													2.0														2.0											
002.01.02	FLUSHING OF GRAVITY SEWERS																																8.0																			
002.01.03	VIDEO INSPECTION OF GRAVITY SEWERS																																8.0																			
002.02.01	INSPECTION OF COMMUNITY PUMP STATIONS																												16																									
	TOTAL PERSON HOURS SCHEDULED - WASTEWATER TASKS	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	16.0	0.0	0.0	0.0	16.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
003.01.01	WELL INSPECTION																																																				
003.01.02	WELL FLUSHING													2.0																											2.0												
003.01.03	REPLACE LEVEL TRANSMITTER DESICCANT																		2.0																																			
003.02.01	DAILY PUMPHOUSE INSPECTION	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
003.02.02	TEST SAFETY EQUIPMENT		1.0				1.0				1.0					1.0				1.0				1.0					1.0				1.0				1.0				1.0				1.0				1.0			
003.02.03	CHLORINE DOSING SYSTEM REGULAR CHECK		1.0				1.0				1.0					1.0				1.0				1.0					1.0				1.0				1.0				1.0				1.0				1.0			
003.02.04	CHLORINE DOSING SYSTEM CHECK & REPAIR					2.0																																															
003.02.05	CALIBRATE CHLORINATION SYSTEM									2.0																																2.0												
003.02.06	MAJOR CLEANING OF PUMPHOUSE																										4.0																									
003.03.01	DAILY DAF INSPECTION	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
003.03.02	CLEANING DAF UNIT	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
003.03.03	GREASE AND OILING		1.0				1.0				1.0					1.0				1.0				1.0					1.0				1.0				1.0				1.0				1.0				1.0			
003.03.04	ALTERNATING PUMPS		1.0				1.0				1.0					1.0				1.0				1.0					1.0				1.0				1.0				1.0				1.0				1.0			
003.04.01	RESERVOIR INSPECTION	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
003.04.02	ANNUAL RESERVOIR INSPECTION																						4.0																																	
003.04.03	RESERVOIR CLEANING																																																				
003.05.01	VALVE EXERCISING																			8.0																																		
003.05.02	WATERMAIN INSPECTION																								2.0																	2.0												
003.05.03	HYDRANT INSPECTION																																		8.0																			
003.05.04	HYDRANT MAINTENANCE																																				8.0																
003.05.05	DISTRIBUTION FLUSHING																																		24.0																	
003.05.06	DISTRIBUTION SYSTEM SWABBING																																																				
003.06.01	DAILY CHLORINE RESIDUAL TESTING	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
003.06.02	WEEKLY MICROBIOLOGICAL TESTING	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
003.06.03	QUARTERLY WATER QUALITY TESTING					2.0												2.0													2.0												2.0										
003.06.04	ANNUAL WATER QUALITY TESTING					2.0																																														
	TOTAL PERSON HOURS SCHEDULED - WATER SYSTEM TASKS	19.0	23.0	19.0	19.0	23.0	25.0	19.0	19.0	19.0	25.0	19.0	19.0	19.0	21.0	23.0	19.0	19.0	21.0	25.0	27.0	19.0	19.0	27.0	19.0	21.0	19.0	23.0	23.0	19.0	19.0	21.0	23.0	19.0	19.0	51.0	25.0	27.0	19.0	21.0	21.0	23.0	19.0	19.0	21.0	23.0	19.0	19.0	19.0	23.0	19.0	19.0
004.01.01	DITCH AND CULVERT MONITORING AND MAINTENANCE	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
004.02.01	CLEARING INLETS AND OUTLETS				1.0				1.0				1.0				1.0				1.0					1.0				1.0				1.0					1.0					1.0					1.0			
004.02.02	POND MONITORING AND MAINTENANCE				1.0				1.0				1.0				1.0				1.0					1.0				1.0				1.0					1.0					1.0					1.0			
004.02.03	VEGETATTION CONTROL																										2.0				2.0				2.0																	
004.02.04	FENCE REPAIRS																																																				
004.02.05	SNOW AND ICE REMOVAL	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0																																					5.0	5.0
	TOTAL PERSON HOURS SCHEDULED - STORM SYSTEM TASKS	7.0	7.0	7.0	9.0	7.0	7.0	7.0	9.0	7.0	7.0	7.0	7.0	9.0	2.0	2.0	2.0	4.0	2.0	2.0	2.0	4.0	2.0	2.0	2.0	2.0	4.0	4.0	2.0	2.0	4.0	4.0	2.0	2.0	4.0	4.0	2.0	2.0	2.0	4.0	2.0	2.0	6.0	4.0	2.0	2.0	2.0	4.0	2.0	2.0	9.0	7.0
005.01	VEHICLE SERVICING			8.0								8.0								8.0									8.0																						8.0				
005.02	EQUPMENT SERVICING				1.0				1.0				1.0				1.0				1.0					1.0				1.0				1.0					1.0					1.0					1.0			
	TOTAL PERSON HOURS SCHEDULED - EQUIPMENT AND VEHICLE TASKS	0.0	0.0	8.0	1.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	8.0	1.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	9.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	9.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	9.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	9.0	0.0	0.0	1.0	0.0
	TOTAL PERSON HOURS SCHEDULED	39.0	33.0	35.0	30.0	35.0	33.0	27.0	30.0	31.0	33.0	27.0	35.0	30.0	28.0	28.0	22.0	25.0	28.0	28.0	30.0	33.0	26.0	30.0	22.0	24.0	25.0	32.0	28.0	38.0	33.0	30.0	26.0	38.0	25.0	56.0	32.0	30.0	22.0	35.0	28.0	28.0	26.0	25.0	28.0	26.0	22.0	33.0	22.0	30.0	22.0	30.0	27.0
	TARGET PERSON HOURS	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0

To be completed by a Contractor
Requires two operations personnel to complete task

Section 3:
Annual Operations and Maintenance Cost Estimate

Village of Sayward – Sanitary/ Water/ Storm Systems

Maintenance Management Plan

Operation and Maintenance Average Annual Cost Table

Task Code	Task Description	No. of Occurrences per Year	Task Duration (hrs)	No. of People Required	Village Representative Hours Required per Year	Operations Staff Hours Required Per Year	Assumed Hourly Rate for Village Representative ($/hr)	Assumed Hourly Rate for Operations Staff ($/hr)	Cost of Equipment Rental or Contracted Work	Comments	Total Annual Cost for Task
001	GENERAL ADMINISTRATION										
001.01	WEEKLY WORK PLANNING	52	0.5	2	26.0	26.0	$45	$35	$0		$2,080
001.02	WEEKLY REPORT	52	0.5	1	0.0	26.0	$45	$35	$0		$910
001.03	MONTHLY REPORT	12	2	2	12.0	12.0	$45	$35	$0		$960
001.04	MONTHLY BUDGET REVIEW	12	2	2	8.0	8.0	$45	$35	$0		$640
001.05	PREPARE ANNUAL BUDGET	1	8	2	8.0	8.0	$45	$35	$0		$640
002	WASTE WATER SYSTEM										
002.01.01	MANHOLE INSPECTION	4	2	1	0	8.0	$45	$35	$0		$280
002.01.02	FLUSHING OF GRAVITY SEWERS	1	8	1	0	8.0	$45	$35	$10,000	flushing contractor	$10,280
002.01.03	VIDEO INSPECTION OF GRAVITY SEWERS	1	8	1	0	8.0	$45	$35	$5,000	video inspection contractor	$5,280
002.02.01	INSPECTION OF VILLAGE PUMP STATIONS	1	16	1	0	16.0	$45	$35	$0		$560
002.03.01	INSPECTION OF TREATMENT LAGOON SYSTEM	1	16	1	0	16.0	$45	$35	$0		$560
003	WATER SYSTEM										
003.01.01	INTAKE INSPECTION	0	0	0	0	0.0	$45	$35	$4,000	Every 5 years	$4,000
003.01.02	INTAKE FLUSHING	2	2	2	0	0.0	$45	$35	$0		$0
003.01.03	REPLACE LEVEL TRANSMITTER DESICCANT	1	2	1	0	2.0	$45	$35	$0		$70
003.02.01	DAILY TREATMENT PLANT INSPECTION	365	0.5	1	0	182.5	$45	$35	$0		$6,388
003.02.02	TEST SAFETY EQUIPMENT	12	1	1	0	12.0	$45	$35	$0		$420
003.02.03	CHLORINE DOSING SYSTEM REGULAR CHECK	12	1	1	0	12.0	$45	$35	$0		$420
003.02.04	CHLORINE DOSING SYSTEM CHECK & REPAIR	1	2	1	0	2.0	$45	$35	$0		$70
003.02.05	CALIBRATE CHLORINATION SYSTEM	2	2	1	0	4.0	$45	$35	$0		$140
003.02.06	MAJOR CLEANING OF TREATMENT PLANT	1	4	2	0	8.0	$45	$35	$0		$280
003.03.01	DAILY DAF INSPECTION	365	0.5	1	0	182.5	$45	$35	$0		$6,388
003.03.02	CLEANING DAF UNIT	52	1	1	0	52.0	$45	$35	$0		$1,820
003.03.03	GREASE AND OILING	12	1	1	0	12.0	$45	$35	$0		$420
003.03.04	ALTERNATING PUMPS	12	1	1	0	12.0	$45	$35	$0		$420
003.03.01	RESERVOIR INSPECTION	52	1	1	0	52.0	$45	$35	$0		$1,820
003.03.02	ANNUAL RESERVOIR INSPECTION	1	4	1	0	4.0	$45	$35	$0		$140
003.03.03	RESERVOIR CLEANING	0	0	0	0	0.0	$45	$35	$1,200	Every 5 years	$1,200
003.04.01	VALVE EXERCISING	1	8	1	0	8.0	$45	$35	$0		$280
003.04.02	WATERMAIN INSPECTION	2	2	1	0	4.0	$45	$35	$0		$140
003.04.03	HYDRANT INSPECTION	1	8	2	0	16.0	$45	$35	$0		$560
003.04.04	HYDRANT MAINTENANCE	1	8	1	0	8.0	$45	$35	$0		$280
003.04.05	DISTRIBUTION FLUSHING	1	24	2	0	48.0	$45	$35	$0		$1,680
003.04.06	DISTRIBUTION SYSTEM SWABBING	0	0	0	0	0.0	$45	$35	$5,000	Completed when required	$5,000
003.05.01	DAILY CHLORINE RESIDUAL TESTING	365	1	1	0	365	$45	$35	$0		$12,775
003.05.02	WEEKLY MICROBIOLOGICAL TESTING	52	2	1	0	104.0	$45	$35	$0		$3,640
003.05.03	QUARTERLY WATER QUALITY TESTING	4	2	1	0	8.0	$45	$35	$1,500	Environmental Rep Required	$1,780
003.05.04	ANNUAL WATER QUALITY TESTING	1	2	1	0	2.0	$45	$35	$2,000	Environmental Rep Required	$2,070
004	STORM SYSTEM										

Operation and Maintenance Average Annual Cost Table

Task Code	Task Description	No. of Occurrences per Year	Task Duration (hrs)	No. of People Required	Village Representative Hours Required per Year	Operations Staff Hours Required Per Year	Assumed Hourly Rate for Village Representative ($/hr)	Assumed Hourly Rate for Operations Staff ($/hr)	Cost of Equipment Rental or Contracted Work	Comments	Total Annual Cost for Task
004.01.01	DITCH AND CULVERT MONITORING AND MAINTENANCE	52	2	1	0	104.0	$45	$35	$0		$3,640
004.02.01	CLEARING INLETS AND OUTLETS	12	1	1	0	12.0	$45	$35	$0		$420
004.02.02	POND MONITORING AND MAINTENANCE	12	1	1	0	12.0	$45	$35	$0		$420
004.02.03	VEGETATTION CONTROL	3	3	1	0	9.0	$45	$35	$0		$315
004.02.04	FENCE REPAIRS	1	4	1	0	4.0	$45	$35	$5,000	Contractor required	$140
004.02.05	SNOW AND ICE REMOVAL	15	5	1	0	75.0	$45	$35	$0		$2,625
005	VEHICLES AND EQUIPMENT										
005.01	VEHICLE SERVICING	6	8	1	0	48.0	$45	$35	$0		$1,680
005.02	EQUPMENT SERVICING	12	1	1	0	12.0	$45	$35	$0		$420
	EMERGENCY REPAIRS	1	-	0	0	0.0	$45	$35	$5,000	miscellaneous contracted work	$5,000
										Subtotal:	$89,050
										10% Contingency:	$8,905
										TOTAL:	**$98,000**

Section 4:
Reporting Templates

Village of Sayward – Sanitary/ Water/ Storm Systems

Maintenance Management Plan

Section 4.1:
Operations and Maintenance Weekly Report

Village of Sayward – Sanitary/ Water/ Storm Systems

Maintenance Management Plan

OPERATION AND MAINTENANCE WEEKLY REPORT
VILLAGE OF SAYWARD STORM SYSTEM

Year _____ Week # _____ Dates _____ to _____

Task Code	Task Description	Anticipated Task Frequency	Anticipated Task Hours (hrs)	Anticipated No. of Staff	Actual Task Hours (hrs)	Actual No. of Staff	Date of Task Last Completion	Date of Task Completion	Deferred to Date	Comments

Deferred Maintenance (from previous weeks)

Task	Description	Day Completed	Deferred to Date

Comments (explanation for deferred maintenance, emergencies events, etc.)

Completed by: _____ Date: _____
(System Operator)

Reviewed by: _____ Date: _____
(Village Representative)

OPERATION AND MAINTENANCE WEEKLY REPORT
VILLAGE OF SAYWARD SANITARY SEWER SYSTEM

Year _____ Week # _____ Dates _____ to _____

Task Code	Task Description	Anticipated Task Frequency	Anticipated Task Hours (hrs)	Anticipated No. of Staff	Actual Task Hours (hrs)	Actual No. of Staff	Date of Task Last Completion	Date of Task Completion	Deferred to Date	Comments

Deferred Maintenance (from previous weeks)

Task	Description	Day Completed	Deferred to Date

Comments (explanation for deferred maintenance, emergencies events, etc.)

Completed by: _____ Date: _____
(System Operator)

Reviewed by: _____ Date: _____
(Village Representative)

OPERATION AND MAINTENANCE WEEKLY REPORT
VILLAGE OF SAYWARD WATER SYSTEM

Year _____ Week # _____ Dates _____ to _____

Task Code	Task Description	Anticipated Task Frequency	Anticipated Task Hours (hrs)	Anticipated No. of Staff	Actual Task Hours (hrs)	Actual No. of Staff	Date of Task Last Completion	Date of Task Completion	Deferred to Date	Comments

Deferred Maintenance (from previous weeks)

Task	Description	Day Completed	Deferred to Date

Comments (explanation for deferred maintenance, emergencies events, etc.)

Completed by: _____ Date: _____
(System Operator)

Reviewed by: _____ Date: _____
(Village Representative)

Section 4.2:
Pump Station Data Logs

Village of Sayward – Sanitary/ Water/ Storm Systems

Maintenance Management Plan

Section 4.3:
Operators' Certification

Village of Sayward – Sanitary/ Water/ Storm Systems

Maintenance Management Plan

Section 4.4:
Expenditures

TO BE COMPLETED BY THE VILLAGE OF SAYWARD AFTER FIRST FULL YEAR OF OPERATION.
REFER TO SECTION 1 TASK 001.04

Village of Sayward – Sanitary/ Water/ Storm Systems

Maintenance Management Plan

2024 Kelsey Centre Program Statistics

	Aerobics Land	Aerobics Aquatics	After School Program	Weight Room	Parent & Tot Swim	Parent & Tot Gym	Swim Lessons	Pool	Carpet Bowling	Seniors Social	Yoga	Teen Night	Special Programs	Pickle Ball	Floor Hockey	Spring Break Camps
JANUARY																
Total Users	**23**	**19**	**59**	**47**				**260**	**46**	**14**	**5**	**26**	**8**			
Village	18	7	22	*Not*	**N/A**	**N/A**	**N/A**	*Not*	*Not*	*Not*	*Not*	*Not*	*Not*	**N/A**	**N/A**	
Valley	5	12	37	*Collected*				*Collected*	*Collected*	*Collected*	*Collected*	*Collected*	*Collected*			
FEBRUARY																
Total Users	**24**	**4**	**101**	**47**				**209**	**31**	**16**		**26**	**40**			
Village	14	2	31	28	**N/A**	**N/A**	**N/A**	*Not*	*Not*	*Not*	**N/A**	*Not*	*Not*	**N/A**	**N/A**	
Valley	10	2	70	19				*Collected*	*Collected*	*Collected*		*Collected*	*Collected*			
MARCH																
Total Users	**29**		**48**	**41**			**13**	**195**	**35**	**11**		**10**	**25**			**79**
Village	20	**N/A**	13	*Not*	**N/A**	**N/A**	*Not*	*Not*	*Not*	*Not*	**N/A**	*Not*	*Not*	**N/A**	**N/A**	*Not*
Valley	9		35	*Collected*			*Collected*	*Collected*	*Collected*	*Collected*		*Collected*	*Collected*			*Collected*
APRIL																
Total Users	****35**	**4**	**128**	**29**			**17**	**203**	**38**	**8**		**25**	**11**			
Village	25	3	41	*Not*	**N/A**	**N/A**	*Not*	*Not*	*Not*	*Not*	**N/A**	*Not*	*Not*	**N/A**	**N/A**	
Valley	8	1	87	*Collected*			*Collected*	*Collected*	*Collected*	*Collected*		*Collected*	*Collected*			
MAY																
Total Users	**20**	****3**	**91**	**36**			**30**	**245**	**46**	**20**		**12**	**6**			
Village	16	1	29	*Not*	**N/A**	**N/A**	*Not*	*Not*	*Not*	*Not*	**N/A**	*Not*	*Not*	**N/A**	**N/A**	
Valley	4	0	62	*Collected*			*Collected*	*Collected*	*Collected*	*Collected*		*Collected*	*Collected*			
KELSEY CENTRE CLOSED JUNE, JULY, AUGUST																
SEPTEMBER																
Total Users			**89**	**24**					**21**	**9**		**23**				
Village	**N/A**	**N/A**	32	*Not*	**N/A**	**N/A**	**N/A**	**N/A**	*Not*	*Not*	**N/A**	*Not*	**N/A**	**N/A**	**N/A**	
Valley			57	*Collected*					*Collected*	*Collected*		*Collected*				
OCTOBER																
Total Users	**27**		**158**	**55**			**18**	**292**	**27**	**12**		**26**	**16**			
Village	20	**N/A**	47	*Not*	**N/A**	**N/A**	*Not*	*Not*	*Not*	*Not*	**N/A**	*Not*	*Not*	**N/A**	**N/A**	
Valley	7		111	*Collected*			*Collected*	*Collected*	*Collected*	*Collected*		*Collected*	*Collected*			
NOVEMBER																
Total Users	**29**		**139**	**31**	**5**	**3**	**23**	**217**	**25**	**18**		**14**	**88**	**13**	**10**	
Village	*Not*	**N/A**	*Not*	*Not*	*Not*	*Not*	*Not*	*Not*	*Not*	*Not*	**N/A**	*Not*	*Not*	*Not*	*Not*	
Valley	*Collected*		*Collected*	*Collected*	*Collected*	*Collected*	*Collected*	*Collected*	*Collected*	*Collected*		*Collected*	*Collected*	*Collected*	*Collected*	
DECEMEBER																
Total Users	**39**		**108**	**14**		**2**		**75**	**19**	**11**		**8**	**8**	**19**	**4**	
Village	*Not*	**N/A**	*Not*	*Not*	**N/A**	*Not*	**N/A**	*Not*	*Not*	*Not*	**N/A**	*Not*	*Not*	*Not*	*Not*	
Valley	*Collected*		*Collected*	*Collected*		*Collected*		*Collected*	*Collected*	*Collected*		*Collected*	*Collected*	*Collected*	*Collected*	

***** includes additional users not identified as village or valley***

N/A ***either program not offered that month, data not recorded, or no attendees***

2025-2029 Financial Plan Final

2025-2029 Financial Plan (Operating) – Final

Final Summary	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
OPERATING REVENUE							
Taxation - General Municipal Purpose	456,492	458,159	625,395	662,918	702,693	744,855	789,546
Other taxes	15,574	13,554	14,349	14,897	15,469	16,067	16,691
Federal Community Works Fund Grant	75,149	78,620	78,620	75,149	75,149	75,149	75,149
Provincial Govt Grants	384,000	368,200	368,500	368,500	368,500	368,500	368,500
Provincial Govt Grants - Growing Communities Fund	0	0	0	0	0	0	0
LGCAP Grant	120,373	120,373	0	0	42,000	42,000	42,000
Interest & Tax Penalties	13,275	11,778	11,300	11,300	11,300	11,300	11,300
General Investment Income	74,622	93,286	85,750	85,750	85,750	85,750	85,750
Other Revenue	48,850	86,895	5,450	5,450	5,450	5,450	5,450
Licences, Permits & Fines	12,100	4,755	13,310	13,310	13,310	13,310	13,310
General Operating Grants	259,980	106,681	171,500	7,500	7,500	7,500	7,500
Sale of Service - Recreation Centre	25,216	33,435	22,528	22,583	22,639	22,696	22,755
Donations - Recreation Centre	7,790	10,984	13,950	13,950	13,950	13,950	13,950
Sale of Service - Other	29,805	41,602	37,407	38,031	38,673	39,332	40,009
Fire Rescue Revenue	5,000	10,818	0	0	0	0	0
RCMP Rent	24,000	24,000	25,000	25,200	25,200	25,200	25,200
RCMP Maintenance	9,748	8,115	9,748	9,748	9,748	9,748	9,748
Sewer Revenue	98,561	104,459	110,539	107,917	113,313	118,978	124,927
Water Revenue	163,565	168,118	201,152	212,780	216,919	226,515	236,591
Solid Waste Revenue	52,654	55,682	55,882	58,441	61,128	63,949	66,912
Total Operating Revenue	1,907,253	1,799,514	1,850,379	1,733,425	1,828,692	1,890,250	1,955,289

2025-2029 Financial Plan (Operating) – Final

Final Summary		2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
OPERATING EXPENDITURES								
Legislative Services		78,455	67,506	57,400	78,250	78,250	78,250	78,250
Administration		721,754	701,461	659,540	637,986	645,322	652,874	660,653
Election		13,363	6,157	0	10,090	0	0	0
Recreation Centre		300,388	318,242	231,103	235,414	240,714	246,272	252,108
Parks		39,410	27,379	43,217	43,893	44,591	45,312	46,056
Public Works		103,650	106,998	107,791	108,032	110,180	112,407	114,721
Roads		54,264	36,300	47,621	50,253	48,898	49,556	50,227
Drainage		14,325	9,543	15,461	15,570	15,682	15,795	15,911
Planning		23,479	38,500	32,950	32,974	32,998	33,023	33,049
Police		11,186	8,115	10,491	10,812	11,153	11,517	11,905
Fire		58,329	42,014	44,000	5,100	5,202	5,306	5,412
Emergency		9,123	1,573	9,218	9,318	9,422	9,533	9,648
Health Clinic		1,000	571	1,000	1,000	1,000	1,000	1,000
Bylaw		0	0	0	0	0	0	0
Solid Waste		48,500	50,621	52,100	53,080	54,080	55,099	56,139
Sewer Operations		102,052	74,591	109,119	105,090	107,164	109,315	111,547
Water Operations		190,928	184,606	199,852	203,976	208,024	212,246	216,655
Total Departmental Expenditures		**1,800,705**	**1,674,178**	**1,620,863**	**1,600,838**	**1,612,682**	**1,637,507**	**1,663,282**
Surplus/(Deficit) Before Amortization & Reserve Transfers		**106,548**	**125,336**	**229,516**	**132,587**	**216,010**	**252,743**	**292,006**

2025-2029 Financial Plan (Operating) – Final

Final Summary	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Amortization Expense - General	96,389	114,244	114,245	114,245	114,245	99,640	99,640
Amortization Expense - Sewer	58,041	54,703	54,703	54,703	54,703	54,703	54,703
Amortization Expense - Water	105,608	121,549	121,549	121,549	121,549	121,549	121,549
Annual Operating Surplus/(Deficit)	**(153,490)**	**(165,160)**	**(60,981)**	**(157,910)**	**(74,487)**	**(23,149)**	**16,114**
Transfer to LGCAP Reserve	120,373	120,373	0	0	42,000	42,000	42,000
Transfer to CWF Reserve (Gas Tax)	75,149	78,620	78,620	75,149	75,149	75,149	75,149
Transfer to Election Reserve	3,363	3,363	3,363	0	3,363	3,363	3,364
Transfers from Reserve Accounts:							
Transfer to (from) Water Reserve	(34,000)		30,000	30,000	35,000	40,000	50,000
Transfer to (from) Sewer Reserve			30,000	30,000	35,000	40,000	50,000
Transfer from CWF Reserve	(44,680)						
Transfer from Election Reserve				(10,100)			
Net contributions to (from) Reserves	**120,205**	**202,356**	**141,983**	**125,049**	**190,512**	**200,512**	**220,513**
Annual Operating Surplus before amortization adjustmen	**(273,695)**	**(367,516)**	**(202,964)**	**(282,959)**	**(264,999)**	**(223,661)**	**(204,399)**
Adjust for Non-Cash Items (Amortization)	260,037	290,495	290,497	290,497	290,497	275,892	275,892
Annual Operating Surplus/(Deficit) adjusted	**(13,658)**	**(77,021)**	**87,533**	**7,538**	**25,498**	**52,231**	**71,493**
Transfer to/(from) Unappropriated Sewer Surplus	(3,491)	29,868	1,420	2,827	6,149	9,663	13,380
Transfer to/(from) Unappropriated Water Surplus	(27,363)	(16,488)	1,300	8,804	8,895	14,269	19,936
Transfer to/(from) Unappropriated General Surplus	17,197	(90,401)	84,813	(4,094)	10,454	28,299	38,177
NET	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
GENERAL REVENUE							
Revenue							
Taxation - General Municipal Purpose	456,492	458,159	625,395	662,918	702,693	744,855	789,546
Taxation - NMC							
Total Taxes	**456,492**	**458,159**	**625,395**	**662,918**	**702,693**	**744,855**	**789,546**
Utilities Tax - B.C. Hydro	4,132	3,879	3,880	3,958	4,037	4,117	4,200
Utilities Tax - Telus	2,004	1,753	1,755	1,790	1,826	1,862	1,900
Total Utilities Taxes	**6,702**	**5,632**	**5,635**	**5,748**	**5,863**	**5,980**	**6,100**
Federal Grant-in-lieu-of Taxes	8,872	7,922	8,714	9,149	9,607	10,087	10,591
Federal Community Works Fund Grant	75,149	78,620	78,620	75,149	75,149	75,149	75,149
Provincial Govt Grant - Small Comm	384,000	368,200	368,500	368,500	368,500	368,500	368,500
LGCAP Grant	120,373	120,373	0	0	42,000	42,000	42,000
HOG Administration Fee	2,100	2,125	2,100	2,100	2,100	2,100	2,100
Revenue - Other	1,250	2,475	1,250	1,250	1,250	1,250	1,250
Interest Income General	74,622	93,286	85,750	85,750	85,750	85,750	85,750
Interest on Arrears	13,275	2,890	2,600	2,600	2,600	2,600	2,600
Interest on Delinquent		1,146	1,200	1,200	1,200	1,200	1,200
Penalty on Current		7,743	7,500	7,500	7,500	7,500	7,500
Tax Sale Revenue	0	0	0	0	0	0	0
Total Other General Revenue	**679,641**	**684,778**	**556,234**	**553,198**	**595,656**	**596,136**	**596,640**
Total General Revenue	**1,142,835**	**1,148,569**	**1,187,263**	**1,221,864**	**1,304,212**	**1,346,971**	**1,392,286**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
OTHER GOVERNMENTS							
Revenue							
Comox Strathcona Waste Management	8,500	7,809	8,000	8,000	8,000	8,000	8,000
School Tax	100,000	105,431	106,000	106,000	106,000	106,000	106,000
Regional Hospital	21,000	19,711	20,000	20,000	20,000	20,000	20,000
BC Assessment Authority	2,600	2,697	2,700	2,700	2,700	2,700	2,700
Municipal Finance Authority	15	15	15	15	15	15	15
Regional District	16,500	17,147	85,000	85,000	85,000	85,000	85,000
Regional Library	14,700	16,844	16,768	16,768	16,768	16,768	16,768
Police Tax	18,000	21,727	22,000	22,000	22,000	22,000	22,000
Total Other Governments Revenue	**181,315**	**191,382**	**260,483**	**260,483**	**260,483**	**260,483**	**260,483**
Expenditure							
Requsitions - School Tax	100,000	105,431	106,000	106,000	106,000	106,000	106,000
Requisitions - Regional Hospital	21,000	19,711	20,000	20,000	20,000	20,000	20,000
B.C. Assessment Authority	2,600	2,697	2,700	2,700	2,700	2,700	2,700
Municipal Finance Authority	15	15	15	15	15	15	15
Regional District	16,500	17,147	85,000	85,000	85,000	85,000	85,000
Regional Library	14,700	16,844	16,768	16,768	16,768	16,768	16,768
Requisitions - Police Tax	18,000	21,727	22,000	22,000	22,000	22,000	22,000
Comox Strathcona Waste Management	8,500	7,809	8,000	8,000	8,000	8,000	8,000
Total Other Governments Expenditure	**181,315**	**191,382**	**260,483**	**260,483**	**260,483**	**260,483**	**260,483**
Net Other Governments	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
MAYOR & COUNCIL							
Revenue							
Revenue - Other	0	0	0	0	0	0	0
Total Legislative Revenue	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Expenditure							
Honorarium - Mayor	10,640	11,060	10,640	10,640	10,640	10,640	10,640
Honorarium - Councillors	32,960	27,948	32,960	32,960	32,960	32,960	32,960
Payroll Costs - Mayor & Council	900	990	1,200	1,200	1,200	1,200	1,200
Travel & Education - Council	22,350	18,912	1,500	22,350	22,350	22,350	22,350
Information Technology	4,400	6,168	6,250	6,250	6,250	6,250	6,250
COVID-19 Expenses	0	0	0	0	0	0	0
Council - Special Projects	3,955	1,626	2,500	2,500	2,500	2,500	2,500
Grants in Aid	1,500	500	1,500	1,500	1,500	1,500	1,500
Council - Office Supplies/Expenses	1,750	302	850	850	850	850	850
Cellular phone costs	0	0	0	0	0	0	0
Total Legislative Expenditure	**78,455**	**67,506**	**57,400**	**78,250**	**78,250**	**78,250**	**78,250**
Net Legislative	**(78,455)**	**(67,506)**	**(57,400)**	**(78,250)**	**(78,250)**	**(78,250)**	**(78,250)**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
ADMINISTRATION							
Revenue							
Grants - Admin	207,800	61,597	125,000	0	0	0	0
First Nations Relations Revenue	40,000	48,034	0	0	0	0	0
Area A Fire Administration Fee	2,500	2,500	0	0	0	0	0
Business Licenses	3,900	2,825	4,290	4,290	4,290	4,290	4,290
Dog Licenses & Fines	700	480	770	770	770	770	770
Photocopies & Fax	400	119	440	440	440	440	440
Sayward News Revenue	13,000	6,810	7,000	7,070	7,141	7,212	7,284
Revenue - Other	1,000	31,431	100	100	100	100	100
Transfer from Reserves	44,680	0	0	0	0	0	0
Total Administration Revenue	**313,980**	**153,797**	**137,600**	**12,670**	**12,741**	**12,812**	**12,884**

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Appendix:
2025-2029 Financial Plan (Operating) – Detail

Expenditure							
Salaries - Admin	208,696	155,297	179,000	228,480	233,050	237,711	242,465
Wages - Custodian	1,568	1,769	1,623	1,655	1,688	1,722	1,757
Salaries - Public Works	2,982	5,609	3,852	3,929	4,008	4,088	4,170
Payroll Costs: Admin & PW	55,812	44,646	62,098	63,340	64,607	65,899	67,217
Employee Recognition & Benefits	0	200	2,000	2,000	2,000	2,000	2,000
Travel & Education - Admin	6,500	5,301	5,500	5,500	5,500	5,500	5,500
Advertising	750	965	750	750	750	750	750
First Nations Relations Expenses	40,000	48,034	0	0	0	0	0
Sayward News	5,257	5,708	5,822	5,822	5,822	5,822	5,822
Internet	1,082	925	1,103	1,125	1,148	1,171	1,194
Postage	1,681	1,133	1,178	1,202	1,226	1,250	1,275
Audit	16,694	37,895	18,600	18,600	18,600	18,600	18,600
Legal	20,000	105,551	90,000	35,000	35,000	35,000	35,000
Information Technology	16,270	23,106	23,500	23,500	23,500	23,500	23,500
Bank Charges, Fees & Interest	3,605	5,045	5,146	5,146	5,146	5,146	5,146
Tax Sale Fees	1,030	0	0	0	0	0	0
Dues, Memberships & Subscriptions	4,635	3,503	4,635	4,635	4,635	4,635	4,635
Insurance - Building	2,864	3,292	3,621	3,983	4,382	4,820	5,302
Insurance - Liability	3,519	3,817	4,198	4,618	5,080	5,588	6,147
Maintenance & Repairs - Admin Office	2,060	1,436	1,500	1,500	1,500	1,500	1,500
Cleaning Supplies - Office	309	128	309	309	309	309	309
Office Supplies	5,665	4,060	4,200	4,200	4,200	4,200	4,200
Tax Printing	515	0	550	550	550	550	550
Business Travel/Meetings	515	143	515	515	515	515	515
Equipment - Admin Office	12,875	123	3,000	3,000	3,000	3,000	3,000
Contract Labour	282,480	216,763	115,000	95,000	95,000	95,000	95,000
Copier - Rent & Supplies	6,695	7,130	7,272	7,418	7,566	7,717	7,872
Telephone & Cell Phone	4,532	4,308	4,532	4,532	4,532	4,532	4,532
Heating Fuel	6,267	10,840	8,000	9,500	9,690	9,884	10,081
Utilities	6,897	4,736	7,035	7,176	7,319	7,466	7,615
Contingency			95,000	95,000	95,000	95,000	95,000
Total Administration Expenditure	**721,754**	**701,461**	**659,540**	**637,986**	**645,322**	**652,874**	**660,653**
Net Administration	**(407,774)**	**(547,664)**	**(521,940)**	**(625,316)**	**(632,582)**	**(640,062)**	**(647,769)**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
ELECTION							
Revenue							
Revenue - Other		0					
Transfer from Election Reserve				10,100			
Total Election Revenue	**0**		**0**	**10,100**	**0**	**0**	**0**
Expenditure							
Salaries - Admin	0	0	0	4,400	0	0	0
Salaries - Public Works	0	0	0	140	0	0	0
Payroll Costs - Admin & PW	0	0	0	550	0	0	0
Election Expense	10,000	6,157	0	5,000	0	0	0
Transfer to Election Reserve	3,363	0	3,363	0	3,363	3,363	3,363
Total Election Expenditure	**13,363**	**6,157**	**3,363**	**10,090**	**3,363**	**3,363**	**3,363**
Net Election	**(13,363)**	**(6,157)**	**(3,363)**	**10**	**(3,363)**	**(3,363)**	**(3,363)**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
RECREATION CENTRE							
Revenue							
Grants - Recreation	0	5,000	5,000	5,000	5,000	5,000	5,000
Kelsey Centre Gift Certificates	30	120	0	0	0	0	0
Age Friendly Program Revenue	1,200	722	900	900	900	900	900
Swim Lesson Fees	2,730	4,024	0	0	0	0	0
Ten Pack	4,562	6,107	3,513	3,513	3,513	3,513	3,513
Single User - Pool	2,000	2,475	0	0	0	0	0
Single User - Gymnasium	200	583	400	400	400	400	400
Drop In Fitness Fees	600	143	400	400	400	400	400
Drop In Weight Room Fees	250	348	400	400	400	400	400
Monthly Passes	1,000	1,826	1,400	1,400	1,400	1,400	1,400
After School Program/Day Care Fees	1,400	2,837	2,750	2,805	2,861	2,918	2,977
Concession Sales	3,500	5,709	5,500	5,500	5,500	5,500	5,500
Pool Rental	3,000	1,905	0	0	0	0	0
Gym Rental	2,194	2,635	2,600	2,600	2,600	2,600	2,600
Room Rental	400	1,252	1,500	1,500	1,500	1,500	1,500
Rentals - Tables and Chairs	150	0	165	165	165	165	165
Birthday Party/Event Revenue	2,000	2,749	3,000	3,000	3,000	3,000	3,000
Revenue - Other	0	399	0	0	0	0	0
Kelsey Centre Van Donations	3,290	3,194	2,500	2,500	2,500	2,500	2,500
Special Event Revenue/Donations	4,500	3,191	4,950	4,950	4,950	4,950	4,950
Afterschool Program Donations	0	1,250	2,500	2,500	2,500	2,500	2,500
Teen Program Donations	0	3,350	4,000	4,000	4,000	4,000	4,000
Transfer from Reserves	0	0	0	0	0	0	0
Total Recreation Centre Revenue	**33,006**	**49,819**	**41,478**	**41,533**	**41,589**	**41,646**	**41,705**

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Appendix:
2025-2029 Financial Plan (Operating) – Detail

Expenditure							
Operating Expenses							
Salaries - Admin	48,155	47,050	47,335	48,282	49,248	50,233	51,237
Wages - Recreation	33,732	56,176	29,722	30,316	30,922	31,541	32,172
Wages - Custodian	5,096	7,046	5,274	5,380	5,487	5,597	5,709
Wages - Lifeguards & Pool Maintenance	45,608	25,947	1,193	1,217	1,241	1,266	1,291
Payroll Costs: Admin & PW	27,957	26,200	16,841	17,178	17,522	17,872	18,230
Travel & Education - Recreation	3,800	3,843	2,000	2,000	2,000	2,000	2,000
Advertising	750	0	750	750	750	750	750
Information Technology	1,600	3,330	3,500	3,500	3,500	3,500	3,500
Bank Charges, Fees & Interest	475	597	600	600	600	600	600
Dues, Memberships & Subscriptions	600	966	1,000	1,000	1,000	1,000	1,000
Afterschool Supplies/Expenses	1,300	1,568	1,500	1,000	1,000	1,000	1,000
Concession	2,100	3,839	3,000	3,000	3,000	3,000	3,000
Seniors Special Events	250	60	250	500	500	500	500
Special Events Expense	4,000	6,238	4,000	4,000	4,000	4,000	4,000
Teen Program Expenses	0	4,440	4,000	4,000	4,000	4,000	4,000
Swim Lesson Expenses	650	506	0	0	0	0	0
M & R, Gas & Oil - Age Friendly Van	4,100	5,377	5,000	5,000	5,000	5,000	5,000
Office Supplies	1,500	2,540	2,000	1,500	1,500	1,500	1,500
Chemicals & Maintenance - Pool	5,000	13,070	2,025	2,025	2,025	2,025	2,025
Rec Centre Supplies	1,200	971	1,200	1,200	1,200	1,200	1,200
Business Travel/Meetings	650	0	650	650	650	650	650
Equipment - Recreation Centre	5,050	2,955	3,500	3,500	3,500	3,500	3,500
Telephone & Internet	2,805	2,190	2,861	2,918	2,977	3,036	3,097
Sub Total Operating Expenses	**196,478**	**214,928**	**138,202**	**139,516**	**141,622**	**143,770**	**145,961**
Building Expenses							
Salaries - Public Works	11,744	11,812	7,187	7,331	7,478	7,627	7,780
Insurance - Building	11,208	13,481	14,829	16,312	17,943	19,737	21,711
Insurance - Liability	1,441	1,452	1,597	1,756	1,932	2,125	2,338
Maintenance & Repairs - Recreation	26,000	13,295	19,500	19,500	19,500	19,500	19,500
Cleaning Supplies	1,000	1,528	850	850	850	850	850
Heating Fuel	24,928	43,063	25,813	26,329	26,856	27,393	27,941
Utilities	27,589	18,684	23,125	23,819	24,533	25,269	26,027
Sub Total Building Expenses	**103,910**	**103,314**	**92,901**	**95,897**	**99,092**	**102,502**	**106,147**
Total Recreation Centre Expenditure	**300,388**	**318,242**	**231,103**	**235,414**	**240,714**	**246,272**	**252,108**
Net Recreation Centre	**(267,382)**	**(268,424)**	**(189,625)**	**(193,881)**	**(199,125)**	**(204,626)**	**(210,403)**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
POLICE SERVICES							
Revenue							
RCMP Rent	24,000	24,000	25,000	25,200	25,200	25,200	25,200
RCMP Maintenance	9,748	8,115	9,748	9,748	9,748	9,748	9,748
Total Police Services Revenue	**33,748**	**32,115**	**34,748**	**34,948**	**34,948**	**34,948**	**34,948**
Expenditure							
Salaries - Public Works	2,972	1,335	2,777	2,833	2,889	2,947	3,006
Payroll Costs: Admin & PW	616	190	808	824	840	857	874
Insurance - Building	1,409	1,364	1,550	1,705	1,876	2,064	2,270
Insurance - Liability	192	192	211	232	256	281	309
Maintenance & Repairs - Police	1,500	1,437	1,500	1,500	1,500	1,500	1,500
Municipal Services Expense	4,497	3,597	3,645	3,718	3,792	3,868	3,945
Total Police Services Expenditu	**11,186**	**8,115**	**10,491**	**10,812**	**11,153**	**11,517**	**11,905**
Net Police Services	**22,562**	**24,000**	**24,257**	**24,136**	**23,795**	**23,431**	**23,043**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
ROADS							
Revenue							
Snow Removal Revenue	1,750	0	1,750	1,750	1,750	1,750	1,750
Transfer from Reserves							
Total Roads Revenue	**1,750**	**0**	**1,750**	**1,750**	**1,750**	**1,750**	**1,750**
Expenditure							
Salaries - Public Works	8,289	5,134	4,628	4,721	4,815	4,912	5,010
Payroll Costs: Admin & PW	2,105	624	2,134	2,177	2,221	2,265	2,310
Maintenance & Repairs - Roads	10,000	4,866	10,000	10,000	10,000	10,000	10,000
Sand & Salt	7,500	2,951	4,500	4,500	4,500	4,500	4,500
Contract Labour	2,000	0	1,500	3,500	1,500	1,500	1,500
Utilities - Street Lighting	24,370	22,726	24,858	25,355	25,862	26,379	26,907
Total Roads Expenditure	**54,264**	**36,300**	**47,621**	**50,253**	**48,898**	**49,556**	**50,227**
Net Roads Services	**(52,514)**	**(36,300)**	**(45,871)**	**(48,503)**	**(47,148)**	**(47,806)**	**(48,477)**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
DRAINAGE							
Revenue							
Transfer from Reserves		0	0	0	0	0	0
Total Drainage Revenue	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Expenditure							
Salaries - Public Works	3,469	3,045	4,628	4,721	4,815	4,912	5,010
Payroll Costs: Admin & PW	856	336	833	849	866	884	901
Maintenance & Repairs - Drainage	9,000	6,162	9,000	9,000	9,000	9,000	9,000
Contract Labour	1,000	0	1,000	1,000	1,000	1,000	1,000
Total Drainage Expenditure	**14,325**	**9,543**	**15,461**	**15,570**	**15,682**	**15,795**	**15,911**
Net Drainage	**(14,325)**	**(9,543)**	**(15,461)**	**(15,570)**	**(15,682)**	**(15,795)**	**(15,911)**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
SEWER							
Revenue							
Frontage Tax - Sewer Kelsey	6,032	6,032	6,032	0	0	0	0
Sewer User Fees	92,528	95,002	104,506	107,917	113,313	118,978	124,927
Sewer Connection Fees	0	0	0	0	0	0	0
Revenue - Other	0	286	0	0	0	0	0
Actuarial Adjustment sewer	0	3,139	0	0	0	0	0
Transfer from Reserves/General Sur	0	0	0	0	0	0	0
Total Sewer Revenue	**98,561**	**104,459**	**110,539**	**107,917**	**113,313**	**118,978**	**124,927**
Expenditure							
Salaries - Admin	26,087	14,690	28,000	28,560	29,131	29,714	30,308
Salaries - Public Works	21,791	25,070	29,323	29,910	30,508	31,118	31,740
Payroll Costs: Admin & PW	12,239	6,995	12,674	12,928	13,186	13,450	13,719
Travel & Education - Sewer	5,000	655	1,000	1,000	1,000	1,000	1,000
Insurance - Building	2,618	3,067	3,374	3,712	4,083	4,491	4,940
Insurance - Liability	522	480	574	632	695	764	841
Maintenance & Repairs - Sewer	12,000	11,558	12,000	12,000	12,000	12,000	12,000
Sewer Connection Costs	0	0	0	0	0	0	0
Equipment - Sewer	3,000	58	1,750	1,750	1,750	1,750	1,750
Contract Labour	3,000	240	3,500	3,500	3,500	3,500	3,500
Sewer Lease Fees	480	470	480	480	480	480	480
Utilities - Agitator, Lift Stations	9,282	10,206	10,411	10,619	10,831	11,048	11,269
Sewer Principal B/L #338	4,931	0	4,931	0	0	0	0
Sewer Interest B/L # 338	1,101	1,101	1,101	0	0	0	0
Total Sewer Expenditure	**102,052**	**74,591**	**109,119**	**105,090**	**107,164**	**109,315**	**111,547**
Net Sewer	**(3,491)**	**29,868**	**1,420**	**2,827**	**6,149**	**9,663**	**13,380**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
WATER							
Revenue							
Frontage Tax - Water Kelsey	2,075	2,075	2,075	0	0	0	0
Grants - Water	0	0	0	0	0	0	0
Water User Fees	161,490	164,962	199,076	187,780	191,919	201,515	211,591
Water Connection Fees	0	0	0	0	0	0	0
Revenue - Other	0	0	0	25,000	25,000	25,000	25,000
Actuarial adjustment	0	1,080	0	0	0	0	0
Transfer from Reserves/General Surplus	0		0	0	0	0	0
Total Water Revenue	**163,565**	**168,118**	**201,152**	**212,780**	**216,919**	**226,515**	**236,591**
Expenditure							
Salaries - Admin	26,087	14,690	28,000	28,560	29,131	29,714	30,308
Salaries - Public Works	34,693	48,947	46,285	47,211	48,155	49,118	50,100
Payroll Costs: Admin & PW	6,857	9,735	15,964	16,284	16,609	16,942	17,280
Travel & Education	4,000	1,454	2,000	2,000	2,000	2,000	2,000
Insurance - Building	8,634	9,017	9,918	10,910	12,001	13,201	14,521
Insurance - Liability	577	577	635	698	768	845	929
Maintenance & Repairs - Water	8,000	7,767	8,000	8,000	8,000	8,000	8,000
Maintenance & Repairs - Plant	15,000	25,822	15,000	15,000	15,000	15,000	15,000
Chemicals - Water	25,500	34,332	32,000	35,000	35,700	36,414	37,142
Equipment - Water	10,000	11,096	20,000	20,000	20,000	20,000	20,000
Contract Labour	36,500	4,138	3,000	3,000	3,000	3,000	3,000
Water Lease Fees	2,040	2,050	2,081	2,122	2,165	2,208	2,252
Telephone & Internet	255	1,020	1,041	1,062	1,083	1,104	1,127
Utilities	10,710	13,581	13,852	14,130	14,412	14,700	14,994
Water Principal B/L #337	1,697	0	1,697	0	0	0	0
Water Interest B/L #337	379	379	379	0	0	0	0
Total Water Expenditures	**190,928**	**184,606**	**199,852**	**203,976**	**208,024**	**212,246**	**216,655**
Net Water	**(27,363)**	**(16,488)**	**1,300**	**8,804**	**8,895**	**14,269**	**19,936**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
PARKS							
Revenue							
Grants - Parks	0	0	0	0	0	0	0
Camping Revenue	13,905	16,789	18,467	19,021	19,592	20,180	20,785
Revenue - Other	0	0	0	0	0	0	0
Park Bench Revenue	1,500	0	1,500	1,500	1,500	1,500	1,500
Transfer from Reserves	0	0	0	0	0	0	0
Total Parks Revenue	**15,405**	**16,789**	**19,967**	**20,521**	**21,092**	**21,680**	**22,285**
Expenditure							
Wages - Custodian	784	454	811	828	844	861	878
Salaries - Public Works	18,879	10,813	18,154	18,518	18,888	19,266	19,651
Payroll Costs: Admin & PW	3,670	1,348	4,708	4,802	4,898	4,996	5,096
Advertising	275	0	150	150	150	150	150
Insurance - Building	867	923	954	1,049	1,154	1,270	1,396
Insurance - Vehicles	739	787	739	739	739	739	739
Maintenance & Repairs - Parks	2,500	3,549	3,000	3,000	3,000	3,000	3,000
Cleaning Supplies	500	106	300	300	300	300	300
M & R - Equipment	3,000	727	3,000	3,000	3,000	3,000	3,000
Diesel & Oil - Kubota Mower	750	2,150	2,500	2,550	2,601	2,653	2,706
Supplies - Parks	2,100	2,082	2,100	2,100	2,100	2,100	2,100
Equipment - Parks	1,500	1,563	1,500	1,500	1,500	1,500	1,500
Contract Labour	1,000	0	1,000	1,000	1,000	1,000	1,000
Park Bench Expense	500	0	1,400	1,400	1,400	1,400	1,400
Utilities	2,346	2,878	2,900	2,958	3,017	3,078	3,139
Total Parks Expenditure	**39,410**	**27,379**	**43,217**	**43,893**	**44,591**	**45,312**	**46,056**
Net Parks	**(24,005)**	**(10,590)**	**(23,249)**	**(23,372)**	**(23,499)**	**(23,632)**	**(23,771)**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
SOLID WASTE							
Revenue							
Solid Waste User Fees	48,744	50,258	51,182	53,741	56,428	59,249	62,212
Recycling Revenue	500	884	500	500	500	500	500
Revenue - Other	3,410	4,540	4,200	4,200	4,200	4,200	4,200
Transfer from Reserves	0	0	0	0	0	0	0
Total Solid Waste Revenue	**52,654**	**55,682**	**55,882**	**58,441**	**61,128**	**63,949**	**66,912**
Expenditure							
Maintenance & Repairs - Solid Waste	500	0	500	500	500	500	500
Contract Labour	2,000	2,600	2,600	2,600	2,600	2,600	2,600
Waste Disposal & Tipping Fees	46,000	48,021	49,000	49,980	50,980	51,999	53,039
Total Solid Waste Expenditure	**48,500**	**50,621**	**52,100**	**53,080**	**54,080**	**55,099**	**56,139**
Net Solid Waste	**4,154**	**5,061**	**3,782**	**5,361**	**7,048**	**8,850**	**10,772**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
PUBLIC WORKS							
Revenue							
Revenue - Other	250	330	250	250	250	250	250
Transfer from Reserves	0		0	0	0	0	0
Total Public Works Revenue	**250**	**330**	**250**	**250**	**250**	**250**	**250**
Expenditure							
Salaries - Public Works	41,969	55,652	55,364	56,471	57,600	58,752	59,928
Payroll Costs: Admin & PW	10,553	13,718	10,557	10,768	10,983	11,203	11,427
Travel & Education - Public Works	1,500	0	1,500	1,500	1,500	1,500	1,500
Dues, Memberships & Subscriptions	800	500	800	800	800	800	800
Insurance - Building	1,401	1,473	1,541	1,696	1,865	2,052	2,257
Insurance - Liabiilty	2,498	2,306	2,748	3,023	3,325	3,657	4,023
Insurance & Licenses - Vehicles	4,457	4,609	4,701	4,795	4,891	4,989	5,089
M & R - Public Works	2,500	2,281	2,500	2,500	2,500	2,500	2,500
M & R - Tractor and Dump Truck	3,000	3,689	3,000	3,000	3,000	3,000	3,000
Diesel & Oil - Tractor and Dump Truck	1,000	86	750	765	780	796	812
Gas & Oil - Public Works Trucks	5,000	5,831	5,800	5,916	6,034	6,155	6,278
M & R - Public Works Trucks	4,000	5,456	5,500	5,500	5,500	5,500	5,500
Office Supplies	500	1,026	1,000	750	750	750	750
General Supplies	2,500	2,785	2,500	2,500	2,500	2,500	2,500
Business Travel/Meetings	500	0	500	500	500	500	500
Equipment	2,500	2,299	2,500	2,500	2,500	2,500	2,500
Telephone & Internet	2,499	2,687	2,650	2,703	2,757	2,812	2,868
Utilities	2,754	2,121	2,300	2,346	2,393	2,441	2,490
MFA Principal - Truck Loan	13,642	0	1,573	0	0	0	0
MFA Interest - Truck Loan	76	480	7	0	0	0	0
Total Public Works Expenditure	**103,650**	**106,998**	**107,791**	**108,032**	**110,180**	**112,407**	**114,721**
Net Public Works	**(103,400)**	**(106,668)**	**(107,541)**	**(107,782)**	**(109,930)**	**(112,157)**	**(114,471)**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
PLANNING & BUILDING INSPECTION							
Revenue							
Building Permits	7,500	1,450	8,250	8,250	8,250	8,250	8,250
Planning Fee Revenue	1,000	17,884	10,000	10,000	10,000	10,000	10,000
Total Planning Revenue	**8,500**	**19,334**	**18,250**	**18,250**	**18,250**	**18,250**	**18,250**
Expenditure							
Building Inspections	7,500	3,370	3,750	3,750	3,750	3,750	3,750
Planning & Rezoning Costs	4,500	12,613	10,000	10,000	10,000	10,000	10,000
Contract Labour	10,000	21,499	18,000	18,000	18,000	18,000	18,000
Payroll Costs	1,479	1,018	1,200	1,224	1,248	1,273	1,299
Total Planning Expenditure	**23,479**	**38,500**	**32,950**	**32,974**	**32,998**	**33,023**	**33,049**
Net Planning	**(14,979)**	**(19,167)**	**(14,700)**	**(14,724)**	**(14,748)**	**(14,773)**	**(14,799)**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
EMERGENCY PLANNING							
Revenue							
Grants - Emergency Program	2,500	2,800	2,500	2,500	2,500	2,500	2,500
Revenue - Other	0	0	0	0	0	0	0
Total Emergency Planning Revenue	**2,500**	**2,800**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**
Expenditure							
Stipend - Municipal Emergency Program	3,600	900	3,600	3,600	3,600	3,600	3,600
Payroll Costs - Emergency Program	120	0	120	120	120	120	120
Travel & Education - Emergency Program	2,000	0	2,000	2,000	2,000	2,000	2,000
Insurance - Property	714	241	750	787	827	868	911
Insurance - Liability	1,189	178	1,248	1,310	1,376	1,445	1,517
Municipal Emergency Program Expenses	1,500	0	1,500	1,500	1,500	1,500	1,500
Equipment - Emergency Program	0	0	0	0	0	0	0
Emergency Program Projects	0	254	0	0	0	0	0
Total Emergency Planning Expenditure	**9,123**	**1,573**	**9,218**	**9,318**	**9,422**	**9,533**	**9,648**
Net Emergency Planning	**(6,623)**	**1,227**	**(6,718)**	**(6,818)**	**(6,922)**	**(7,033)**	**(7,148)**

Appendix:
2025-2029 Financial Plan (Operating) – Detail

Description	2024 Budget	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
HEALTH CENTRE							
Revenue							
Revenue - Other	0	0	0	0	0	0	0
Total Health Centre Revenue	**0**		**0**	**0**	**0**	**0**	**0**
Expenditure							
Maintenance and Repairs - Health Clinic	1,000	571	1,000	1,000	1,000	1,000	1,000
Total Health Centre Expenditure	**1,000**	**571**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**
Net Health Centre	**(1,000)**	**(571)**	**(1,000)**	**(1,000)**	**(1,000)**	**(1,000)**	**(1,000)**

2025-2029 Capital Plan

✓ Detailed document attached

								SOURCE OF FUNDS							
DEPARTMENT	CAPITAL & MAJOR PURCHASES/PROJECTS	2023/2024 Outstanding	2025	2026	2027	2028	2029	GRANTS Received	GRANTS Confirmed	GRANT Dependent	RESERVES/ SURPLUS	DEBT	FUNDING SOURCE	2025 Total	2026-2029 Total	Notes:
ADMIN/VILLAGE BUILDINGS	Community Planning Documents (Housing Needs Assessment, Zoning, OCP etc.)	151,313.00						151,313.00					Local Government Housing Initiatives Grant	-	-	Must be spent by Dec 31, 2025. Revenue source for 2025 to reduce deficit
	Land Use and Infrastructure Analysis for Zoning Bylaw Modernization Project		123,600.00					61,800.00	61,800.00				UBCM Complete Communities Grant	123,600.00	-	Project to start in 2025
	Next Gen 911 Funding	45,000.00						22,500.00	22,500.00				UBCM Next Gen 911 Grant	-	-	Not started, possible regional spend with SRD
	Clinic Building Upgrades Project						739,000.00						TBD	-	739,000.00	Identified in 2024 Asset Manangement Plan
														-	-	
														-	-	
Subtotal:		**$ 196,313.00**	**$ 123,600.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ 739,000.00**	**$ 235,613.00**	**$ 84,300.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ -**	**$ 123,600.00**	**$ 739,000.00**	
RECREATION	Boiler Room Repairs		70,000.00								70,000.00		Growing Communities Fund & Community Works Fund Reserve	70,000.00	-	50% from GCF and 50% from CWF
														-	-	
Subtotal:		**$ 0.00**	**$ 70,000.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ 70,000.00**	**$ 0.00**	**$ -**	**$ 70,000.00**	**$ 0.00**	
PARKS	Lawnmower Replacement - 13 years past scheduled replacement date		49,000.00								49,000.00		Growing Communities Reserve	49,000.00	-	Identified in 2024 Asset Manangement Plan
	Community Garden Revitalization		5,000.00							5,000.00			TD Friends of the Environment Grant	5,000.00	-	Grant application submitted Jan 2025
	Canada Summer Jobs - Youth: Park Maintenance		12,528.00							6,264.00			Government of Canada Grant	12,528.00	-	Grant application submitted Dec 2024, Village to pay for 50% of wage costs (2 students), but will be factored into current wages
	Playground Apparatus Upgrade Project - 11 years past scheduled replacement date				40,000.00								TBD	-	40,000.00	Identified in 2024 Asset Manangement Plan
														-	-	
														-	-	
Subtotal:		**$ 0.00**	**$ 66,528.00**	**$ 0.00**	**$ 40,000.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ 11,264.00**	**$ 49,000.00**	**$ 0.00**	**$ -**	**$ 66,528.00**	**$ 40,000.00**	
FIRE DEPT PROJECTS	Fire Department - Capital Contribution to SRD		50,000.00	50,000.00	50,000.00	50,000.00	50,000.00				250,000.00		Community Works Fund Reserve	50,000.00	200,000.00	Commitment to SRD for New Fire Service Capital
	FireSmart Stairs for Fire Hall#1	33,522.00							33,522.00				UBCM Community Resiliency Investment Grant	-	-	To complete in 2025, fully grant funded
	Fire Apparatus Replacement & Upgrades		39,000.00							39,000.00			UBCM Volunteer & Composite Fire Departments Equipment & Training Grant	39,000.00	-	Grant application submitted Oct 2024
														-	-	
														-	-	
Subtotal:		**$ 33,522.00**	**$ 89,000.00**	**$ 50,000.00**	**$ 50,000.00**	**$ 50,000.00**	**$ 50,000.00**	**$ 0.00**	**$ 33,522.00**	**$ 39,000.00**	**$ 250,000.00**	**$ 0.00**	**$ -**	**$ 89,000.00**	**$ 200,000.00**	
COMMUNITY PROJECTS	Economic Development Coordinator	70,000.00						35,000.00	35,000.00				Island Coastal Economic Trust	-	-	To complete in 2025, fully grant funded
	Economic Capacity		100,000.00							100,000.00			Island Coastal Economic Trust	100,000.00	-	Grant application submitted Oct 2024
Subtotal:		**$ 70,000.00**	**$ 100,000.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ 35,000.00**	**$ 35,000.00**	**$ 100,000.00**	**$ 0.00**	**$ 0.00**	**$ -**	**$ 100,000.00**	**$ 0.00**	
WATER/ SEWER	Liftstation Replacement Project - 560 Kelsey Way, includes updates to foremain and watermain near liftstation and roadway resurfacing			1,722,100.00									TBD	-	1,722,100.00	Identified in 2024 Asset Manangement Plan
	Watermain Upgrade Project - MacMillan Dr.				158,970.00								TBD	-	158,970.00	Identified in 2024 Asset Manangement Plan
	Sanitary Sewer Replacement Project - Sayward Rd to Spar St.				296,918.00								TBD	-	296,918.00	Identified in 2024 Asset Manangement Plan
	Sanitary Sewer Replacement Project - MacMillan Dr.					733,070.00							TBD	-	733,070.00	Identified in 2024 Asset Manangement Plan
	Watermain Upgrade Project - Sayward Rd.						689,210.00						TBD	-	689,210.00	Identified in 2024 Asset Manangement Plan
														-	-	
														-	-	
Subtotal:		**$ 0.00**	**$ 0.00**	**$ 1,722,100.00**	**$ 455,888.00**	**$ 733,070.00**	**$ 689,210.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ -**	**$ 0.00**	**$ 3,600,268.00**	
DRAINAGE	Drainage Improvement Project		1,743,076.00						1,278,198.00		465,000.00		Local Government Climate Action Reserve & Growing Communities Fund Reserve	1,743,076.00	-	Staff have confirmed with the Province that LGCAP funds can be used for this project ($200k) with the remaining coming from GCF Reserve ($265k)
	Stormwater Main Replacement Project - Sayward Heights							424,000.00					TBD	-	-	Identified in 2024 Asset Manangement Plan
														-	-	
														-	-	
Subtotal:		**$ 0.00**	**$ 1,743,076.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**	**$ 424,000.00**	**$ 1,278,198.00**	**$ 0.00**	**$ 465,000.00**	**$ 0.00**	**$ -**	**$ 1,743,076.00**	**$ 0.00**	
TOTAL:		**$ 299,835.00**	**$ 2,192,204.00**	**$ 1,772,100.00**	**$ 545,888.00**	**$ 783,070.00**	**$ 1,478,210.00**	**$ 694,613.00**	**$ 1,431,020.00**	**$ 150,264.00**	**$ 834,000.00**	**$ 0.00**		**$ 2,192,204.00**	**$ 4,579,268.00**	

Description	Account Codes	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Notes
RECREATION CENTRE															
Revenue															
Grants - Recreation	01-01-06-0140	-	-	-	-	-	7,978	-	5,000	5,000	5,000	5,000	5,000	5,000	
Kelsey Centre Gift Certificates	01-01-06-0167	-	-	24	-	-		30	120	100	-	-	-	-	
Age Friendly Program Revenue	01-01-06-0168	12,491	845	-	55	-	1,030	1,011	722	900	900	900	900	900	
Swim Lesson Fees	01-01-06-0169	-	-	1,195	-	-	1,210	4,250	4,024	3,003	3,003	3,003	3,003	3,003	
Ten Pack	01-01-06-0171	4,371	6,145	3,645	1,204	1,360	2,645	6,480	6,107	5,018	5,018	5,018	5,018	5,018	
Single User - Pool	01-01-06-0173	5,166	4,642	3,996	1,448	962	1,086	3,113	2,475	2,500	2,500	2,500	2,500	2,500	
Single User - Gymnasium	01-01-06-0174	574	297	288	308	104	535	176	583	400	400	400	400	400	
Drop In Fitness Fees	01-01-06-0177	359	156	116	38	5	131	886	143	400	400	400	400	400	
Drop In Weight Room Fees	01-01-06-0178	525	406	220	32	54	332	221	348	400	400	400	400	400	
Monthly Passes	01-01-06-0179	834	766	160	190	-	171	1,229	1,826	2,000	2,000	2,000	2,000	2,000	
After School Program/Day Care Fees	01-01-06-0182	3,524	4,292	3,390	-	257	1,395	1,423	2,837	2,750	2,805	2,861	2,918	2,977	
Concession Sales	01-01-06-0183	4,274	5,303	3,376	1,290	905	2,235	4,404	5,709	5,500	5,500	5,500	5,500	5,500	
Pool Rental	01-01-06-0185	75	444	-	-	-	109	6,111	1,905	3,300	3,300	3,300	3,300	3,300	
Gym Rental	01-01-06-0186	150	953	3,544	417	1,587	2,673	1,714	2,635	2,600	2,600	2,600	2,600	2,600	
Room Rental	01-01-06-0187	274	95	502	-	-	114	4,006	1,252	1,500	1,500	1,500	1,500	1,500	
Rentals - Tables and Chairs	01-01-06-0188	457	678	165	58	-	485	314	-	165	165	165	165	165	
Birthday Party/Event Revenue	01-01-06-0189	343	630	458	219	128	2,023	2,480	2,749	3,000	3,000	3,000	3,000	3,000	
Revenue - Other	01-01-06-0192	-	-	-	-	-	902	-	399	-	-	-	-	-	
Kelsey Centre Van Donations	01-01-06-0270	3,662	2,821	3,634	2,314	2,904	5,244	1,335	3,194	2,500	2,500	2,500	2,500	2,500	
Special Event Revenue/Donations	01-01-06-0271	1,690	1,986	1,358	899	256	1,396	9,817	3,191	4,950	4,950	4,950	4,950	4,950	
Afterschool Program Donations	01-01-06-0272	2,450	130	204	-	-	156	30	1,250	2,500	2,500	2,500	2,500	2,500	
Teen Program Donations	01-01-06-0274	-	-	-	-	-			3,350	4,000	4,000	4,000	4,000	4,000	
Transfer from Reserves						16,000	27,850	-	-	-	-	-	-	-	
Total Recreation Centre Revenue		**41,219**	**30,589**	**26,275**	**8,472**	**24,522**	**59,701**	**49,031**	**49,819**	**52,486**	**52,441**	**52,497**	**52,554**	**52,613**	
Expenditure															
Operating Expenses															
Salaries - Admin	01-02-06-0350	37,393	38,000	32,823	31,029	30,644	40,998	38,104	47,050	47,335	48,282	49,248	50,233	51,237	
Wages - Recreation	01-02-06-0352	38,430	37,739	23,424	13,287	15,769	35,276	45,685	56,176	39,629	40,421	41,230	42,054	42,895	
Wages - Custodian	01-02-06-0353	9,812	8,118	4,593	7,031	4,079	8,289	4,879	7,046	5,274	5,380	5,487	5,597	5,709	
Wages - Lifeguards	01-02-06-0354	25,660	30,558	19,041	8,914	10,013	12,531	38,636	25,947	30,755	31,370	31,998	32,637	33,290	
Payroll Costs: Admin & PW	01-02-06-0370	24,862	21,196	18,911	14,964	15,161	16,957	20,490	26,200	25,022	25,522	26,033	26,553	27,085	
Travel & Education - Recreation	01-02-06-0380	2,953	2,526	2,461	692	1,251	7,887	594	3,843	4,000	4,000	4,000	4,000	4,000	
Advertising	01-02-06-0400	-	250	-	-	250	868	-	-	750	750	750	750	750	
Information Technology	01-02-06-0414	-	-	-	-	-	1,554	2,640	3,330	3,500	3,500	3,500	3,500	3,500	
Bank Charges, Fees & Interest	01-02-06-0420	-	-	-	-	46	457	530	597	600	600	600	600	600	
Dues, Memberships & Subscriptions	01-02-06-0435	262	452	262	288	274	387	1,186	966	1,000	1,000	1,000	1,000	1,000	
Afterschool Supplies/Expenses	01-02-06-0437	-	-	275	-	336	944	1,279	1,568	1,500	1,000	1,000	1,000	1,000	
Concession	01-02-06-0438	2,576	2,940	1,505	944	677	1,432	2,621	3,839	3,000	3,000	3,000	3,000	3,000	
Seniors Special Events	01-02-06-0439	7,973	2,315	1,154	-	-	13	199	60	250	500	500	500	500	
Special Events Expense	01-02-06-0440	4,075	5,486	3,858	899	1,756	2,896	7,163	6,238	4,000	4,000	4,000	4,000	4,000	
Teen Program Expenses	01-02-06-0441	-	-	-	-	-			4,440	4,000	4,000	4,000	4,000	4,000	
Swim Lesson Expenses	01-02-06-0442	-	-	41	-	-	709	349	506	350	550	550	550	550	
M & R, Gas & Oil - Age Friendly Van	01-02-06-0480	3,652	2,821	3,634	2,314	2,904	5,244	4,095	5,377	5,000	5,000	5,000	5,000	5,000	
Office Supplies	01-02-06-0510	1,012	984	1,103	367	1,290	1,497	1,982	2,540	2,000	1,500	1,500	1,500	1,500	
Chemicals & Maintenance - Pool	01-02-06-0515	4,560	3,721	3,525	3,198	1,518	7,044	10,916	13,070	9,500	13,500	13,500	13,500	13,500	
Rec Centre Supplies	01-02-06-0516	2,535	2,855	1,873	1,758	1,308	944	1,085	971	1,200	1,200	1,200	1,200	1,200	
Business Travel/Meetings	01-02-06-0518	-	-	-	176	360	382	195	-	650	650	650	650	650	
Equipment - Recreation Centre	01-02-06-0529	3,430	3,458	3,015	1,263	1,245	7,062	6,750	2,955	3,750	3,750	3,750	3,750	3,750	
Telephone & Internet	01-02-06-0540	2,691	2,794	2,633	2,981	2,027	1,856	2,773	2,190	2,861	2,918	2,977	3,036	3,097	
Sub Total Operating Expenses		**171,876**	**166,213**	**124,131**	**90,105**	**90,908**	**155,478**	**192,206**	**214,928**	**195,926**	**202,394**	**205,472**	**208,611**	**211,814**	
Building Expenses															
Salaries - Public Works	01-02-06-0360	-	-	11,262	5,986	9,018	10,576	14,061	11,812	11,979	12,219	12,463	12,712	12,966	
Insurance - Building	01-02-06-0445	8,601	13,081	13,683	12,189	10,852	10,541	10,882	13,481	14,829	16,312	17,943	19,737	21,711	
Insurance - Liability	01-02-06-0447	4,878	784	772	794	959	1,376	1,424	1,452	1,597	1,756	1,932	2,125	2,338	
Maintenance & Repairs - Recreation	01-02-06-0450	37,163	15,596	13,029	8,752	17,498	19,786	25,446	13,295	26,000	26,000	26,000	26,000	26,000	
Cleaning Supplies	01-02-06-0454	583	1,492	676	1,986	1,254	1,256	1,174	1,528	1,000	1,000	1,000	1,000	1,000	
Heating Fuel	01-02-06-0550	25,465	32,455	27,125	20,301	32,933	42,153	24,439	43,063	27,500	35,000	35,700	36,414	37,142	
Utilities	01-02-06-0555	19,954	19,970	16,789	13,980	12,918	15,254	27,048	18,684	25,000	25,750	26,523	27,318	28,138	
Sub Total Building Expenses		**96,644**	**83,378**	**83,336**	**63,988**	**85,432**	**100,944**	**104,474**	**103,314**	**107,904**	**118,037**	**121,560**	**125,307**	**129,295**	
Total Recreation Centre Expenditure		**268,520**	**249,591**	**207,467**	**154,093**	**176,340**	**256,421**	**296,679**	**318,242**	**303,831**	**320,431**	**327,032**	**333,918**	**341,108**	
Net Recreation Centre		**-227,301**	**-219,002**	**-181,192**	**-145,621**	**-151,818**	**-196,720**	**-247,649**	**-268,424**	**-251,345**	**-267,990**	**-274,535**	**-281,364**	**-288,496**	

Description	Account Codes	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Notes
						Total - 2017 to 2024			-1,637,727			Total - 2017 to 2029		-3,001,455	

Village of Sayward

Kelsey Recreation Centre / Municipal Hall

Mechanical Assessment Report



Prepared for:

Onsite Engineering Ltd.

Prepared by:

#208 – 20171 92A Avenue

Langley, BC

V1M 3A5

Project # 19022-M

March 15, 2019

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Report Prepared by;
ROCKY POINT ENGINEERING LTD.



Thomas Popovich
Principal

1 Purpose of the Report

The intent of this report is to review the existing building's plumbing and mechanical systems and comment on their current condition. We will provide a description of the various systems, along with a condition assessment and what would be required to bring up to current codes and standards.

2 Site Services

In general, all of the site services; 150mm storm, 100mm sanitary and 65mm water, leave / enter the property at the north side and connect to services running along Kelsey Way.

2.1 Sanitary

The sanitary is serviced from a 100mm sanitary sewer that leaves the north corner of the building to the main, running along Kelsey Way. The service is adequate, unless a fire protection sprinkler system is to be incorporated, then the sanitary should be up sized to 150mm.
At this point no further upgrading is required.

2.2 Storm

The storm is connected to a 150mm storm system and also leaves at the north corner of the building and extends down to the main, running along Kelsey Way. There does not appear to be any perimeter foundation drainage installed around the building.
At this point no further upgrading is required.

2.3 Water Distribution

The existing building is currently serviced from a 65mm city water line which enters the building at the northeast corner from a service main running along Kelsey Way. The service is adequate for the existing domestic water requirements, but if the building was to be provided with fire protection sprinkler system, then the service would need to be upgraded to 150mm, depending on water pressure.
At this point no further upgrading is required unless sprinkler system is to be added.

2.4 Propane Gas

The building heating system is fueled by two (estimated) 4500 litre propane tanks located within a chain link fenced enclosure on the southeast backside of the building. Propane gas PRV is located on the left side of the pool access door with the gas main running up and over the doors and down into the Boiler Room.



Propane Tanks



Propane Gas PRV

3 Building Systems

The building has undergone a number of additions and the major ones are as follows;

- 1974 original building
- Municipal offices incorporated, date unknown
- Solar panels / heat pumps added, date unknown
- Hot tub added, date unknown
- DDC System Added

3.1 Plumbing Systems

The building currently has a 65mm water service located in the water entry/mechanical room in the basement and is in serviceable condition with a full-size by-pass. No back-flow prevention station provided.



Water Entry



Heat Pumps & Circulation Pump

First stage of domestic hot water is generated from the high efficiency gas fired boilers and pumped through an Allied Engineering Tankless Coil heat exchanger, located in the boiler room, hot water from the heat exchanger is then piped over to a 60-gallon storage tank. Along with the boilers, there is a 2-ton water to water heat pump unit that is connected to the roof mounted solar panels, incorporated into the primary source heating system, that also provides hot water to the Tankless Coil heat exchanger.

Using a tankless coil heat exchanger for this type of domestic hot water heating system is not very efficient, based on using condensing boilers and heat pump (low supply water temperature), which reduces the capacity of hot water that is available for the public's use.



Heat Exchanger



DHW Storage Tank

A majority of the existing insulation on the domestic water piping located in the boiler room is either non-existent or in very poor condition, and to minimize heat loss the piping should be properly insulated.

Domestic hot, recirc and cold water is distributed throughout the complex with a copper piping system. The condition of the copper piping is not known however, given the age of the building it is likely that the distribution is at, or nearing end of life.

The piping should be considered for replacement if fixtures are upgraded in any area of the building in the next 5 to 10 years, or upgraded as fixtures are upgraded in specific areas.

3.2 Plumbing Fixtures

The existing building's plumbing fixtures are in generally good condition throughout the building and some upgrading of the trim has been done. However, the fixtures appear to be original to the building and do not meet current low flow requirements of the BC Building Code.

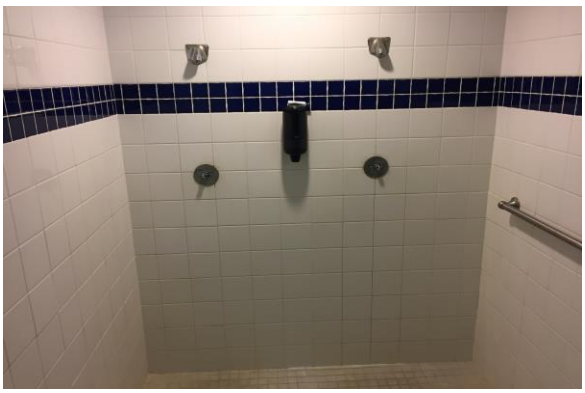


Urinals



Washroom lavatories

Flush valves are provided on toilets and urinals along with conventional faucets on lavatory and sinks. The pool shower - diverters are the push button activated type, with mixing valve located in the mechanical room and vandal-resistant shower heads. These heads are conventional flow and do not meet current plumbing code based on water flow.



Changeroom Shower



H/C Washroom

Roof drainage is provided from a series of roof drains and conventional rain water leaders. We did not access the roof so no review was conducted.

3.3 Swimming Pool and Hot Tub

The swimming pool was included in the base building design and a majority of the pool mechanical equipment has been replaced and upgraded over the years. The brown sand filter serves the pool and the white filter serves the hot tub. Both filters have a 2017 date on them to indicate their last service. All of the pumps appear to be operational and it is assumed that they were also serviced at the same time as the filters. Heating for the pool is provided by the boilers and the 5-ton water to water heat pump unit and associated solar panels on the roof. The pool equipment appears to be in reasonable operating condition.



Pool Sand Filters



Pool Circulation Pumps

3.4 Swimming Pool and Hot Tub Deck Area

Presently, there is a single drinking fountain located near the pool but no shower, it is assumed that the operation relies on the public using the showers in the change rooms, which do not meet current Health Code Requirements.



Pool Drinking Fountain



Eyewash Station

3.5 Swimming Pool and Hot Tub Chemical Storage Room

The pool chemicals are located in a small locked storage room beside the hot tub, with a variety of pool chemicals, muriatic acid, formula 500 liquid algicide, sodium bicarbonate and calcium chloride contained in a locked storage cabinet. Within the room, there is a wall mounted eye & skin treatment station. In a facility like this, I would have expected an emergency eye wash as a minimum (Health Code Requirement) and an emergency shower for the most effective safety precaution for the staff. There is also a small, wall mounted exhaust fan with manual control.

4 Fire Protection Systems

Presently, the building does not contain a fire protection sprinkler system. All that could be found were several fire hose cabinets and some random fire extinguishers. Normally in a public building of this classification, I would have expected to find a sprinkler system. I was unable to determine where the fire hoses get their water supply, but I have assumed that it is directly connected to the domestic water distribution system. This does not meet code and should be separately zoned with its own water service that separates the domestic from the fire with a double check valve assembly.



Fire Hose Cabinet



Fire Hose & Extinguisher

5 Mechanical Heating Systems

The HVAC systems in the building consist of a combination of a central gas fired boiler plant which delivers heating water to terminal units, baseboard heating and two air handling units that serve the Gym and Pool. Some upgrading of the existing systems have been done over the years.

5.1 Central Boiler Plant

The original gas fired heating plant was upgraded several years ago and provided with 2 recently installed NTI - #TI200 (199 MBH) high efficiency gas fired boilers. The boilers were provided with several new secondary pumps. The system provides heating water to terminal units, air handling units, the pool system and the domestic hot water heat exchanger.



Boilers



Heating Circulation Pumps

The gas fired boilers have an input capacity of 398 MBH and a combined heating output in the range of 364 MBH at peak heating efficiency. The system has been well maintained and chemical treatment being provided with chemical pot feeder.

Condensate is piped from the boilers over to a floor drain, without the use of an acid neutralizer and has caused serious corrosion to the cast iron floor drain, along with adjoining sanitary piping below the slab. Note that this connects into the community sanitary drainage system. Acid neutralizer should be installed ASAP.

A majority of the existing insulation on the heating water piping located in the Boiler Room is either non-existent or in very poor condition and to minimize heat loss the piping should be properly insulated.

No heating system expansion tank was located, but the system would not work without one so we are unsure of its location.

An emergency boiler shut down switch located near the entrance door needs to be provided to meet the current Boiler Safety Code.



Rotted floor drain

5.2 Solar Collection System

The solar collection system comprises 4 solar panels mounted on the roof, which are piped down to the boiler room. The solar system within the boiler room contains a drain down tank to alleviate the chance of the solar panels freezing during cold weather. The water from the solar panels is then pumped through two water to water heat pump units, a 2-ton heat pump serves the domestic hot water system and a 5-ton heat pump serves the pool heating system. The system is controlled through the DDC and it appeared that it was operational but comments from the staff were that the installation was not completed. No design drawings or Maintenance Manuals for the system were available during the site visit, it is recommended that the Municipality contact the original installer / system designer to obtain the operating information.



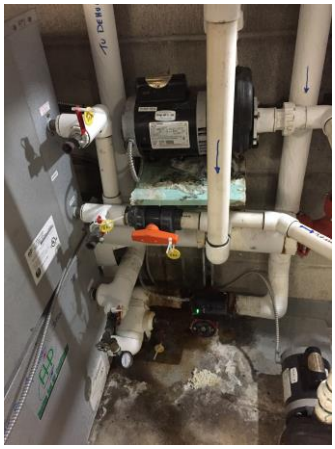
Solar Panels



Solar Drain Down Tank



Solar Heat Pumps



Circulation Pumps

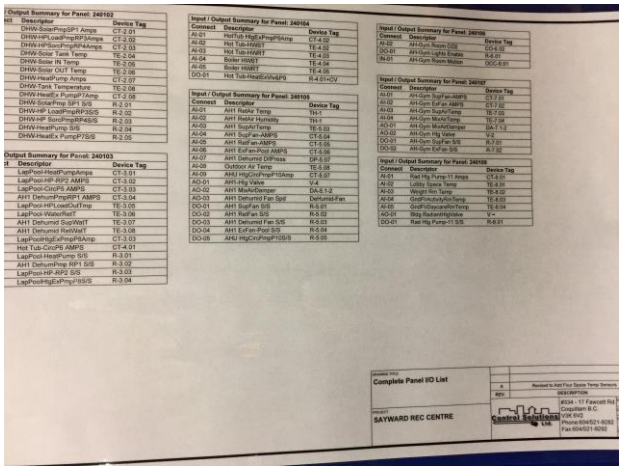
5.3 DDC Controls

The originally installed Barber Colman control system has been replaced with a current Controls Solutions / Automated Logic DDC system, the control system operates the following equipment:

- Domestic hot water solar collection system including pumps, heat pump and heat exchanger served from the boilers.
- Pool heating and circulation system includes pumps, heat pump and heat exchanger served from the boilers, along with the ventilation and dehumidification systems.
- Hot tub heating and circulation system includes pumps, heat pump and heat exchanger served from the boilers.
- Boilers, circulation pumps and temperature controls along with heating terminal control valves throughout the building.
- Gym air handling units, 3-way control valve, dampers along with space temperature, CO2 levels, humidity, lights and occupancy
- Change / washroom room exhaust fans



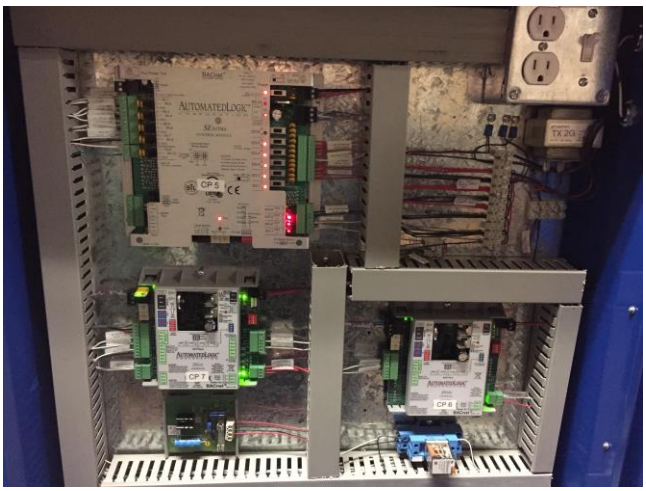
DDC panel boiler room



DDC points list



DDC temperature sensor



DDC panel fan room

5.4 Ventilation Systems

The building presently consists of two indoor air handling units, one serves the pool area and the second one serves the gym. Along with the pool supply air unit, there is also a return air handling unit that draws air from the pool area and exhaust to the exterior or back into the mixing plenum for the pool system. Presently there is no ventilation air being supplied to the Municipal Offices, Daycare or the Weight Room which does not meet the current Building Code. These areas are heated with hot water convectors and a unit heater.

Both of the air handling units contain outdoor, return and relief air dampers, along with air filter, heating coil and 3-way mixing valve. The filter appeared in a cleaned condition, but there was a noticeable bearing squeal from both air handling unit supply air fans. The insulation on the heating piping located within the fan room is in very poor condition and should be replaced during the next renovation.

Note: all of the air moving equipment is nearing 45 years of age and is still operating as designed. It is nearing the end of life, so a major upgrade should be considered in the near future, and at that time, a ventilation system could be incorporated into the systems to serve the Municipal Offices, Daycare or the Weight Room.



Pool AHU



Pool R/A Fan

5.5 Exhaust Air Systems

The Pool Change/Washrooms are exhausted directly to the exterior. The Gym Change/Washrooms are also exhausted directly to the exterior by its own exhaust fan. No motorized damper has been provided at the exterior louvres which should be provided at the next upgrade. The fans are controlled by the DDC system.



Pool Changeroom Exhaust Fan



Gym Changeroom Exhaust Fan

5.6 Heating Water Convection Systems

The hot water heating system consists of radiation baseboard heaters and larger convection heaters in entrance ways and common areas. The heating units are modulated by DDC wall-mounted temperature sensors, they open and close 2-way valves that control the water flow through the units. All of the distribution piping is concealed within the building structure so no assessment could be done, but if the system has been chemically treated then there should be no concerns about its condition. The building system DDC controls have been incorporated with the system.





Heating Convectors

6 Assessment Summary and Recommended Upgrades

6.1 Site Services:

No further upgrades are anticipated unless there is a decision to provide a Fire Protection Sprinkler System for the building. If a sprinkler system is to be provided then a 150mm new water services will be required. The sanitary should be also increased in size (if this was a new construction), but with an existing building this could be left as is, no further sanitary up sizing required.

6.2 Domestic Water Piping:

Based on the age of the building nearing 45 years, the water pipe distribution system through out the building is nearing the end of its life expectancy and should be considered for a full replacement in the next 5 to 10 years, this work could be done in stages, if Washrooms were to be updated and replace the piping at that time.

6.3 Domestic Hot Water Heating System:

The hot water heating system has been upgraded over the years and if there are no complaints of running out of hot water (showers) then there should be many more years of service from the installed system.

6.4 Plumbing Fixtures:

The plumbing fixtures all appear to be in decent shape, the fixtures, faucets and flush valves don't meet the current code water usage flow rates. We would not recommend changing them until you have a failure or Washroom upgrade.

6.5 Swimming Pool & Hot Tub:

The pool and hot tub systems have also been upgraded and maintained over the years and appear to be operating effectively. The only item that could be upgraded is the installation of an emergency eye wash station in the chemical storage room and also one in the boiler room.

6.6 Fire Protection System:

The building does not presently have a fire protection sprinkler system, and as identified in the earlier part of this report we find it surprising that a sprinkler system has never been incorporated. A Code Consultant should be asked to review and make recommendations.

6.7 Hot Water Heating System / Central Boiler Plant:

The hot water heating system components (boilers, pumps, controls) have all been replaced over the recent years and the only recommendation is to provide an acid neutralizer to dilute the condensate that is discharged from the boilers and provide an emergency shut down switch (boilers) at the door entrance to the boiler room.

6.8 Solar Collection System:

The solar collection system was installed in recent years and even though it was identified that it was not in operation, all the signs were that it is working, the heat pumps, circulating pumps all indicate that they work and the DDC system is controlling them. Recommend that the installing contractor provide maintenance and operational Literature along with As-built drawings.

6.9 DDC Control System:

The base building control system was replaced within the last few years with a current Automated Logic DDC system. Based on the control panels most of the existing equipment including the heating boilers, pumps, ventilation AHU, domestic hot water, pool, hot tub and solar system are being controlled. There is no on-site dedicated computer to modify the sequence of operation of the equipment which, if there was one available then the Maintenance Crew could enhance the system control / operation. All control changes currently have to be done through Control Solutions Office by their personnel.

6.10 Ventilation System:

The existing air handling units that serve the Gym and Pool are approaching 45 years of age and fan bearing noise is evident, these units could be either replaced or fixed. If the units were to be replaced then they would be constructed with higher efficiency motors, better sealing motorized dampers, more effective heat transfer coils, (as the existing coils get build up with sediment and become less efficient at transfer heat).

There are various areas within the building i.e. Municipal Offices, Day Care and Weight Room which **needs a ventilation system**. The Offices and other occupied areas have heat but no fresh air, which is a Code requirement.

To help keep better control over the building pressure, motorized damper should be installed in the exhaust air louvres.

6.11 Heating Water Convection System:

The existing hot water convectors have virtually no moving parts to wear out, only the control valves which should have been replaced when the DDC system was upgraded. No evaluation could be done on the condition of the concealed heating piping, but if it has been properly chemically treated from the time of installation it should be in decent condition. There are many locations that the pipe insulation has been damaged beyond repair (mechanical and fan rooms) which should be replaced, this helps keep the water temperature up by not dissipating heat it into the adjacent mechanical rooms.

7.0 Upgrade Budget Estimate

The below budgets do not include any hazardous material abatement or other system deficiencies which may be encountered during the upgrade.

7.1 Site Services

No upgrades anticipated, water upgrade will be quantified in 7.6

7.2 Domestic Water Piping

Item #	Description	Cost
1.1	Replace and insulate all domestic water piping	$35,000
1.2	Re & Re drywall by others	TBC
1.3	Balancing, maintenance manuals	$500
	Total	**$40,000**

7.3 Domestic Hot Water Heating System

No upgrades anticipated

7.4 Plumbing Fixtures

Item #	Description	Cost
1.1	Replace Plumbing Fixtures	$25,000
1.2	Re & Re drywall / tiles / flooring by others	TBC
1.3	Balancing, maintenance manuals	$500
	Total	**$25,500**

7.5 Swimming Pool & Hot Tub

Item #	Description	Cost
1.1	New Emergency Eye Wash x 2	10,000
1.2	Re & Re drywall / tiles / flooring by others	TBC
1.3	Balancing, maintenance manuals	$500
	Total	**$10,500**

7.6 Fire Protection System

Item #	Description	Cost
1.1	Sprinkler System through out the building	$95,000
1.2	Upgrade water service	$20,000
1.3	Re & Re ceilings and walls by others	TBC
1.4	Upgrade fire alarm panel	TBC
1.5	Maintenance manuals	$1,000
	Total	**$116,000**

7.7 Hot Water Heating System

Item #	Description	Cost
1.1	Acid Neutralizer	$1,000
1.2	Replace below grade sanitary piping that's been damaged	TBC
1.3	Emergency boiler shut down switch	$5,000
1.4	Maintenance manuals	$500
	Total	**$6,500**

7.8 Solar Collection System

No upgrades anticipated

Item #	Description	Cost
1.1	Maintenance Manual and as-builts from Contractor	$1,000
	Total	**$1,000**

7.9 DDC Control System

Item #	Description	Cost
1.1	Computer and programming	$5,000
	Total	**$5,000**

7.10 Ventilation System

Item #	Description	Cost
1.1	Replace 2 large air handling units	$200,000
1.2	Add a 3rd AHU to handle unit and ductwork for Offices, Weight and Day Care	$100,000
1.3	Add additional DDC Controls	$15,000
1.4	Miscellaneous dampers and controls	$10,000
1.5	Balancing, commissioning & maintenance manuals	$5,500
	Total	**$330,500**

7.11 Heating Water Convection System

Item #	Description	Cost
1.1	Replace pipe insulation / fire stopping	$20,000
1.2	Maintenance manuals	$500
	Total	**$20,500**



Kelsey Centre Community Survey Results

Village of Sayward

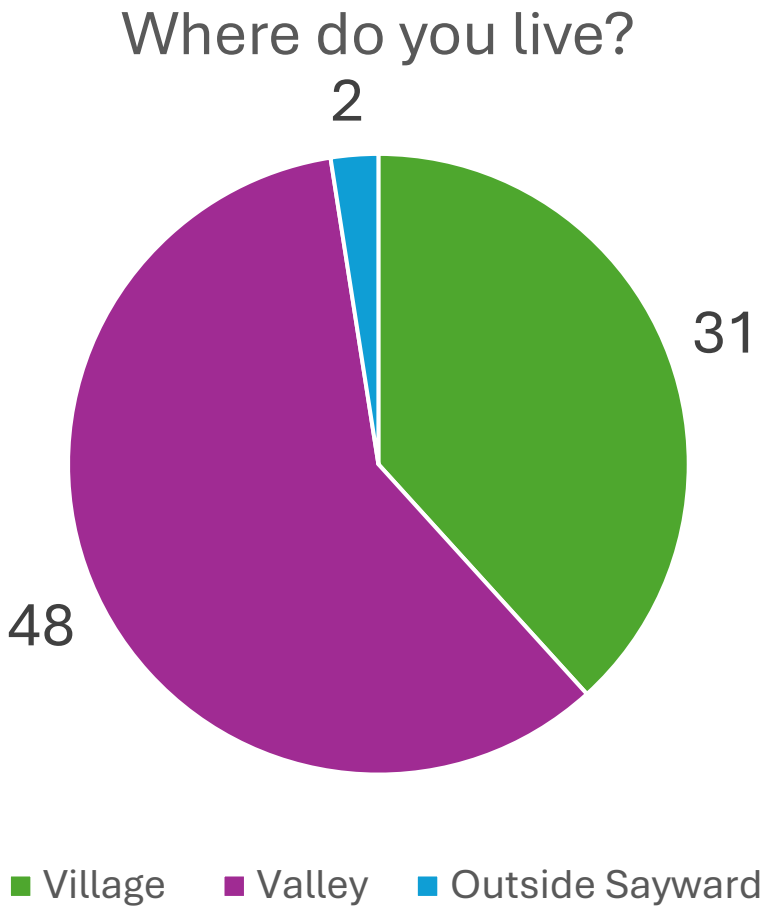
Background

- The Village of Sayward commissioned a community survey with respect to the Kelsey Centre Operations.
- Survey was live from April 9, 2025 to May 9, 2025.
- Total responses received: 81.
- Total responses from Village residents: 31
- Total responses from Valley residents: 48
- Total responses from outside Sayward: 2

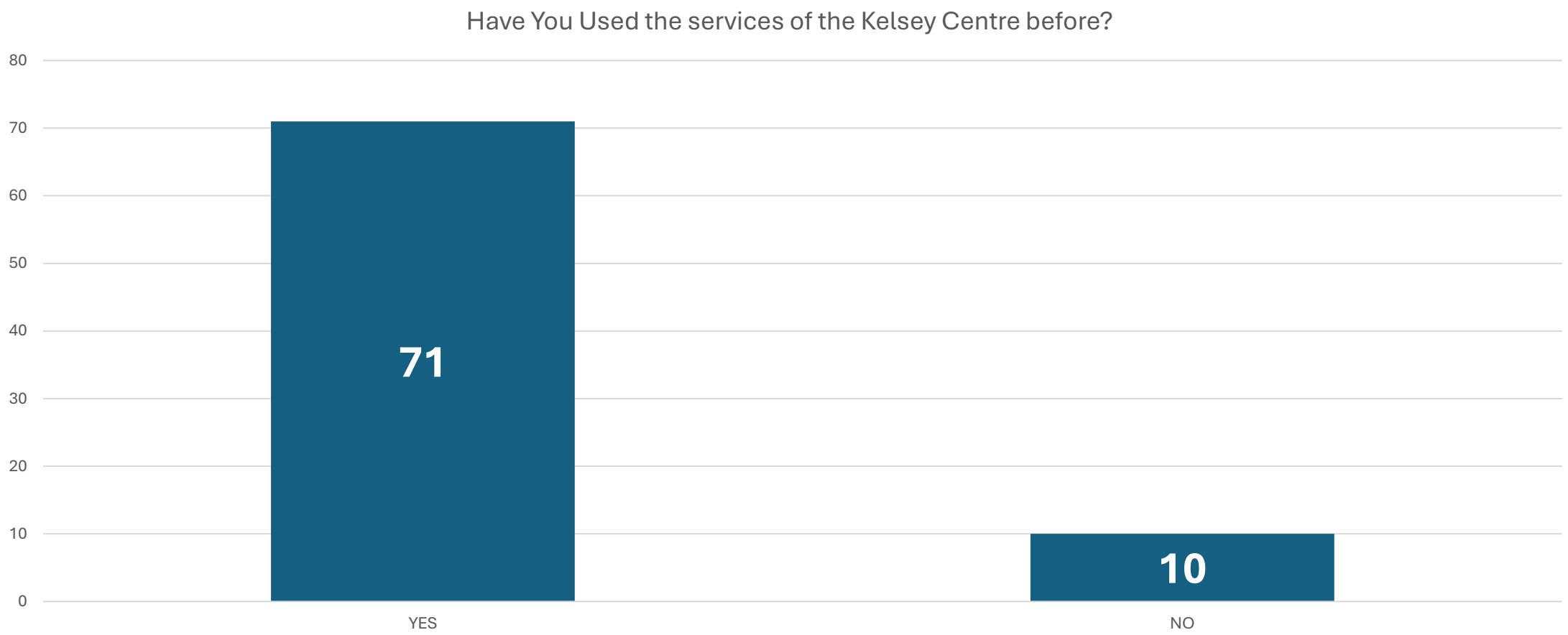
CUMULATIVE RESULTS – **ALL RESPONDENTS**



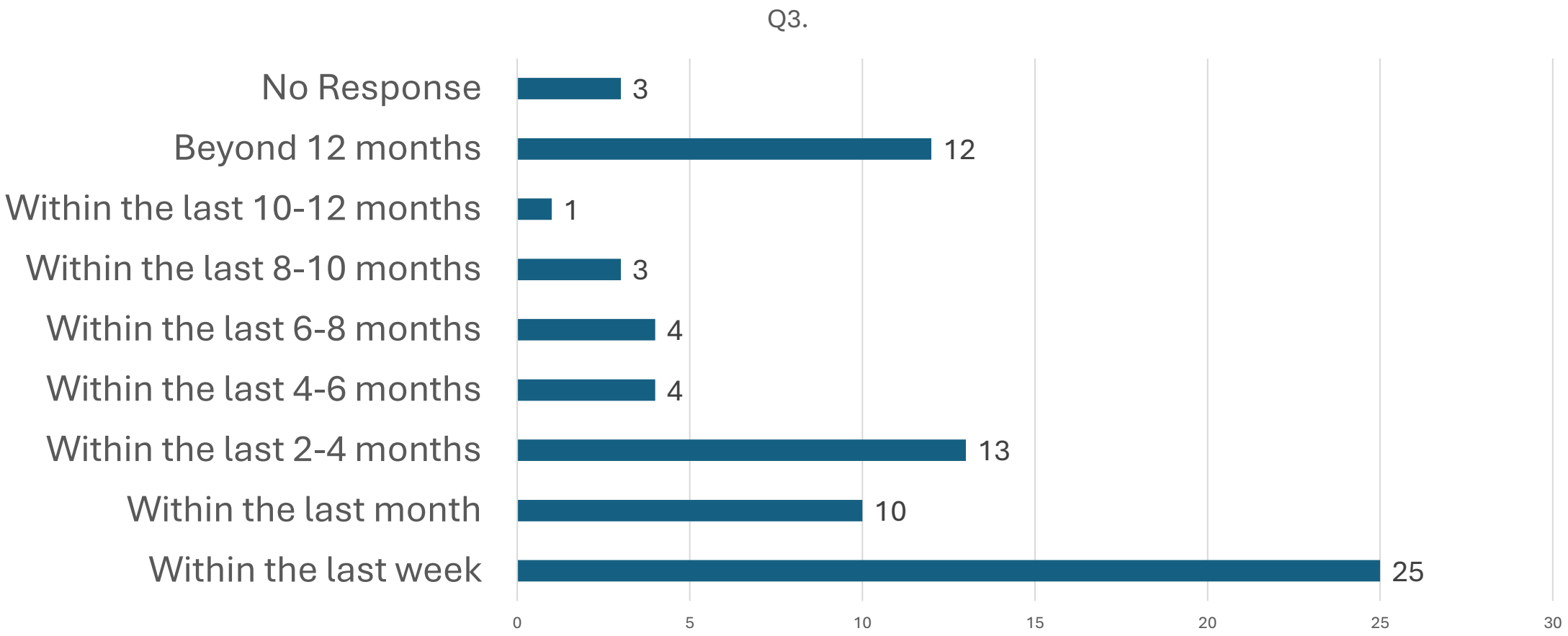
Q2. Where do you live
81 Responses



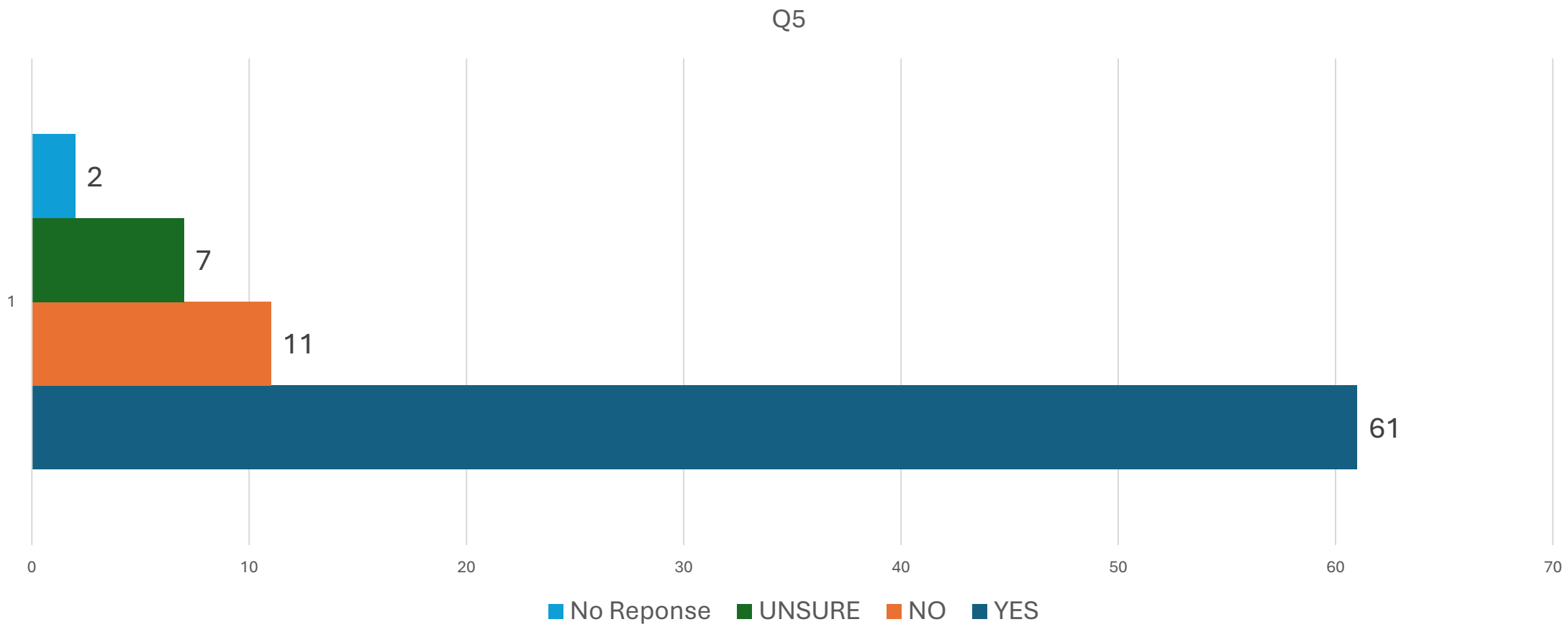
Q3: Have you used the services at the Kelsey Centre before?



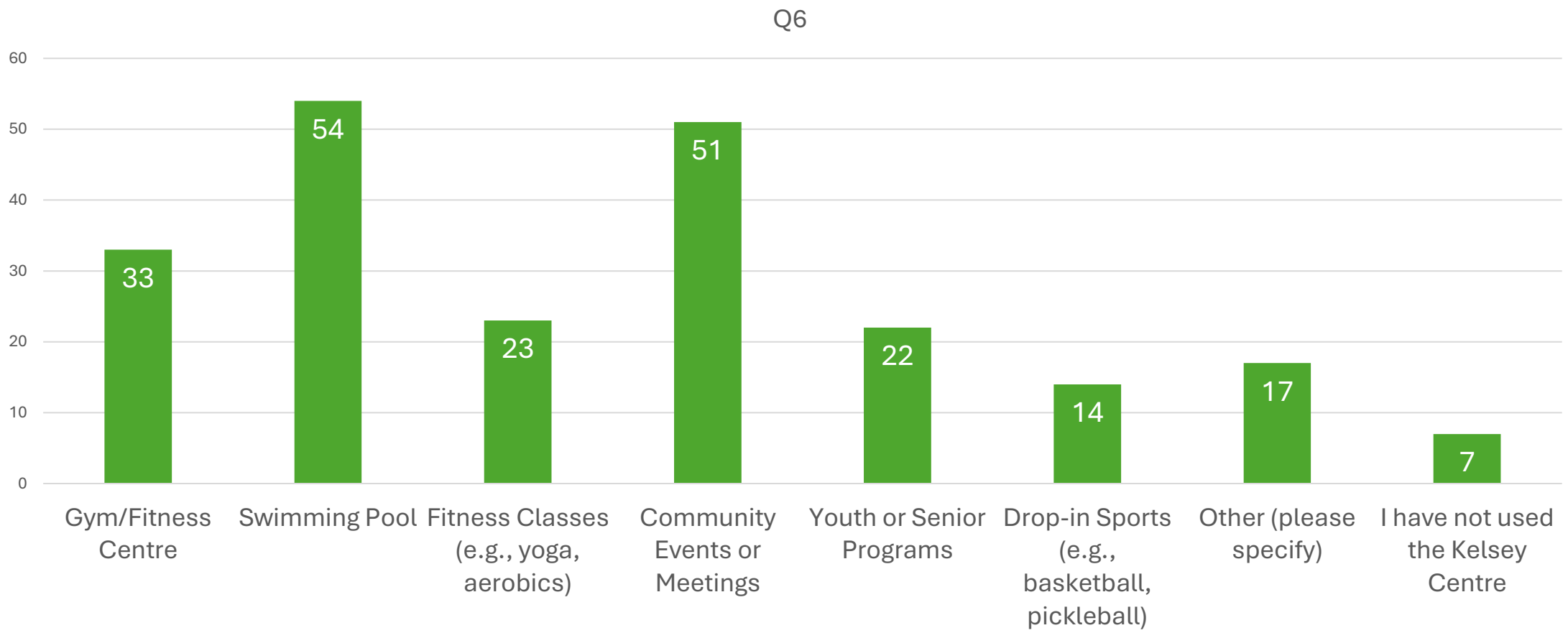
Q4. If yes to the previous question, when last did you use the services at the Kelsey Centre?



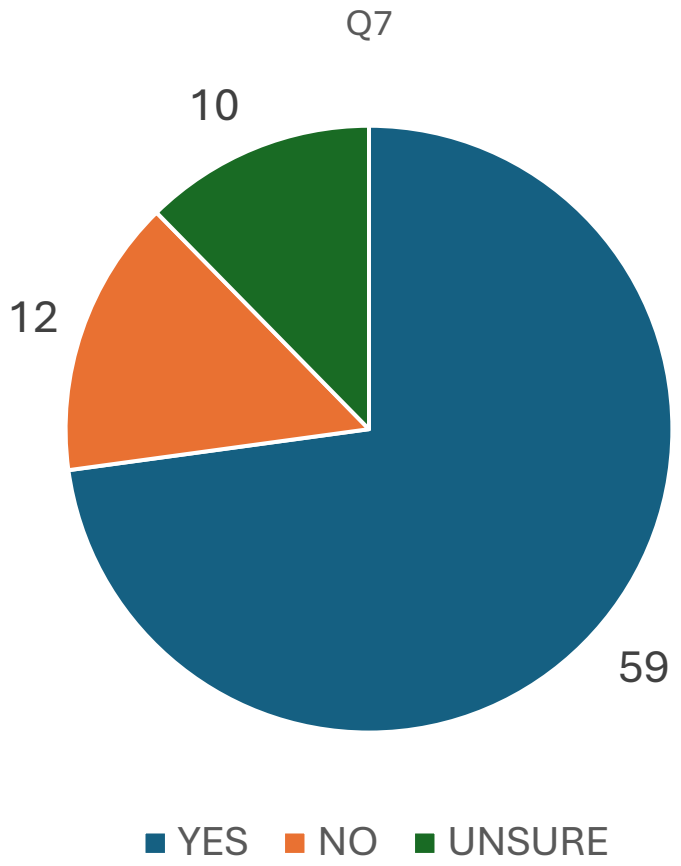
Q5. Do you believe the Kelsey Recreation Centre is an important service for the community?



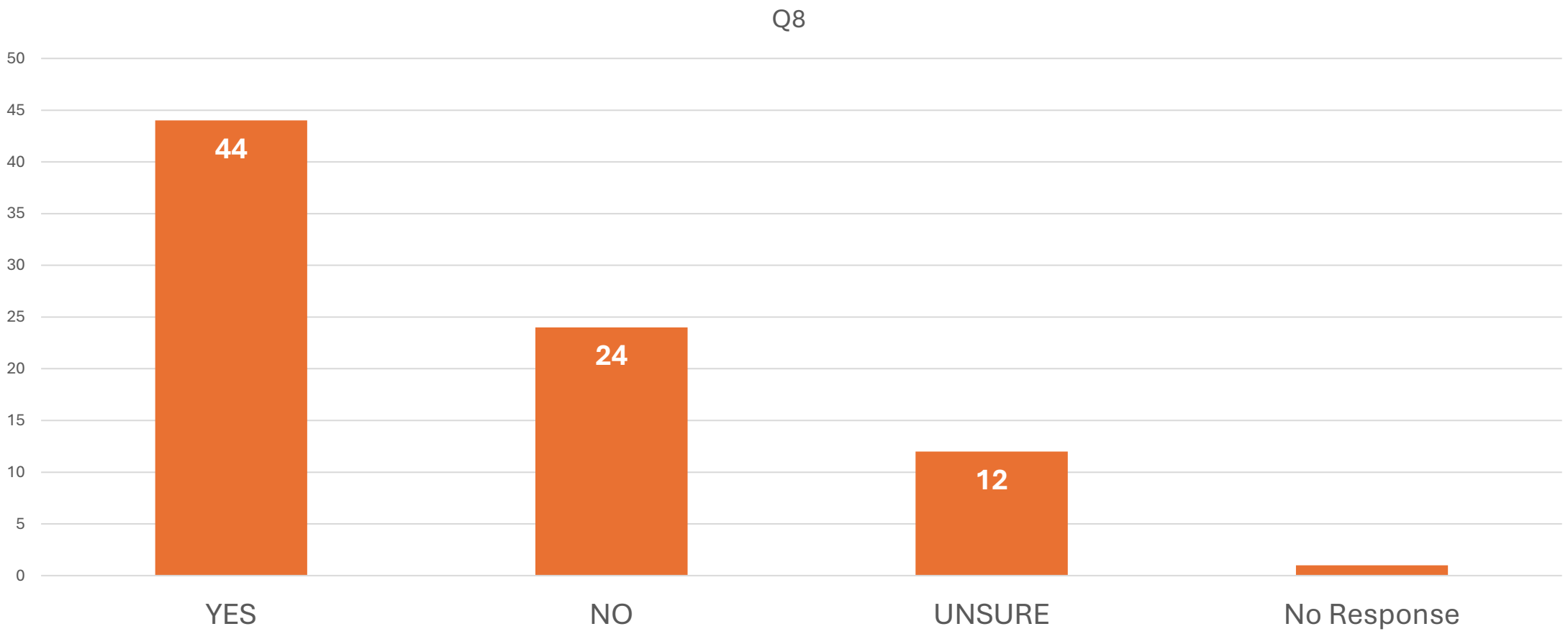
Q6: Which of the following services at the Kelsey Recreation Centre have you used, if any.



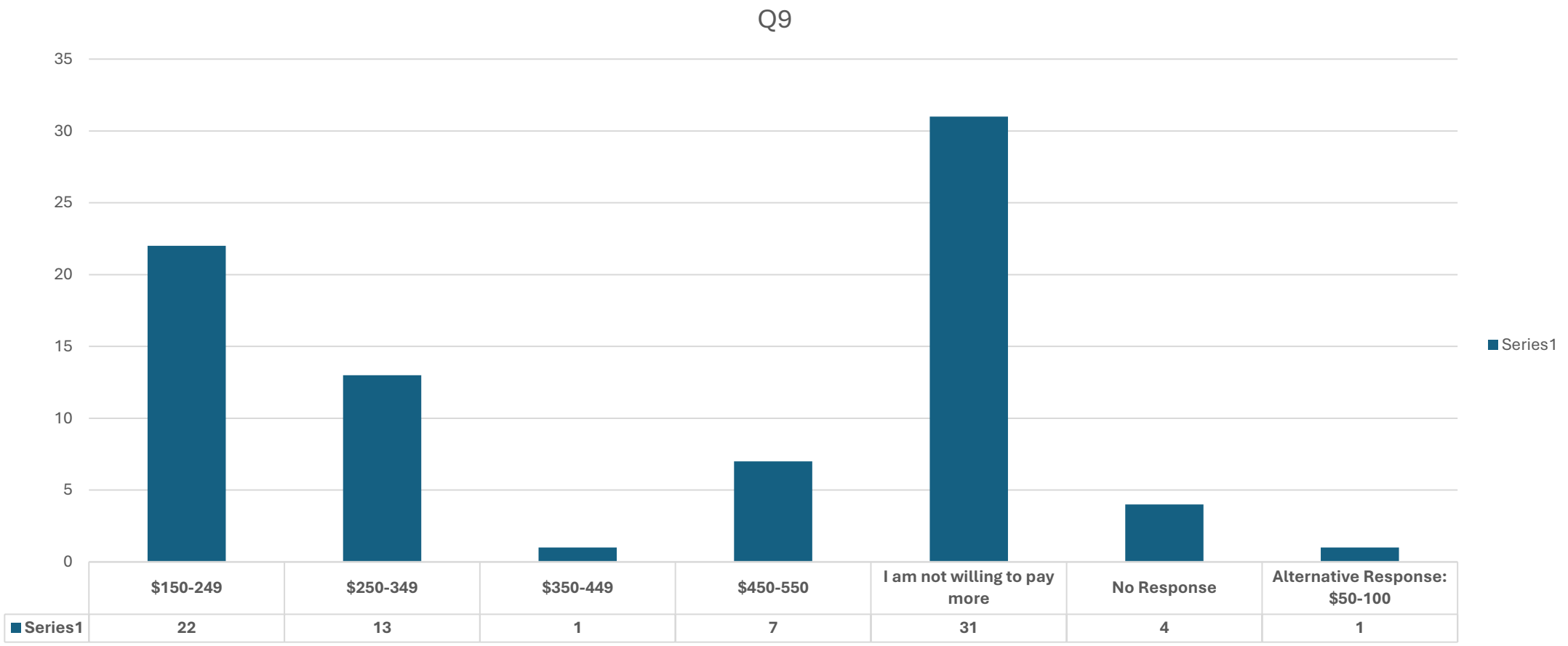
Q7. would you like to see the Kelsey Recreation Centre continue operating?



Q8. Would you be willing to support a small annual tax increase dedicated to a special fund for operating the Kelsey Centre, to help ensure it remains open?

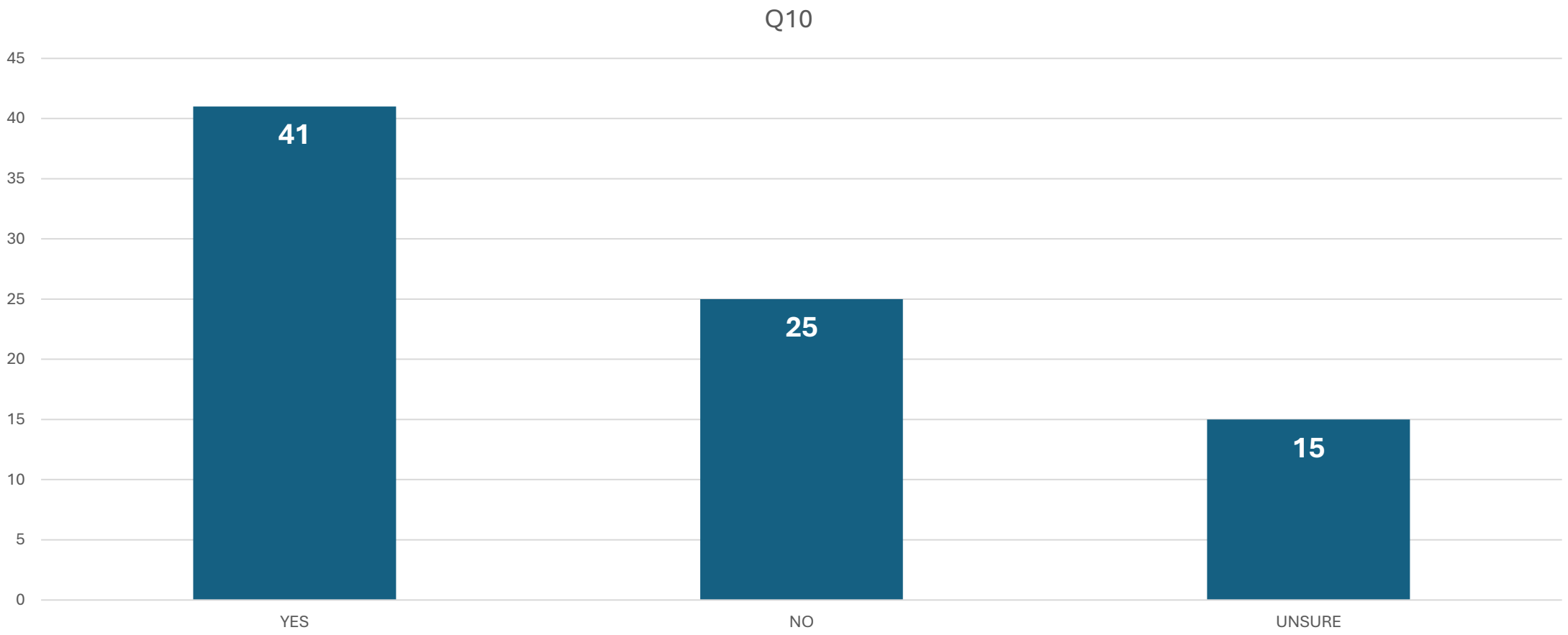


Q9. If yes, how much would you be willing to contribute through property taxes to help sustain the Kelsey Centre?

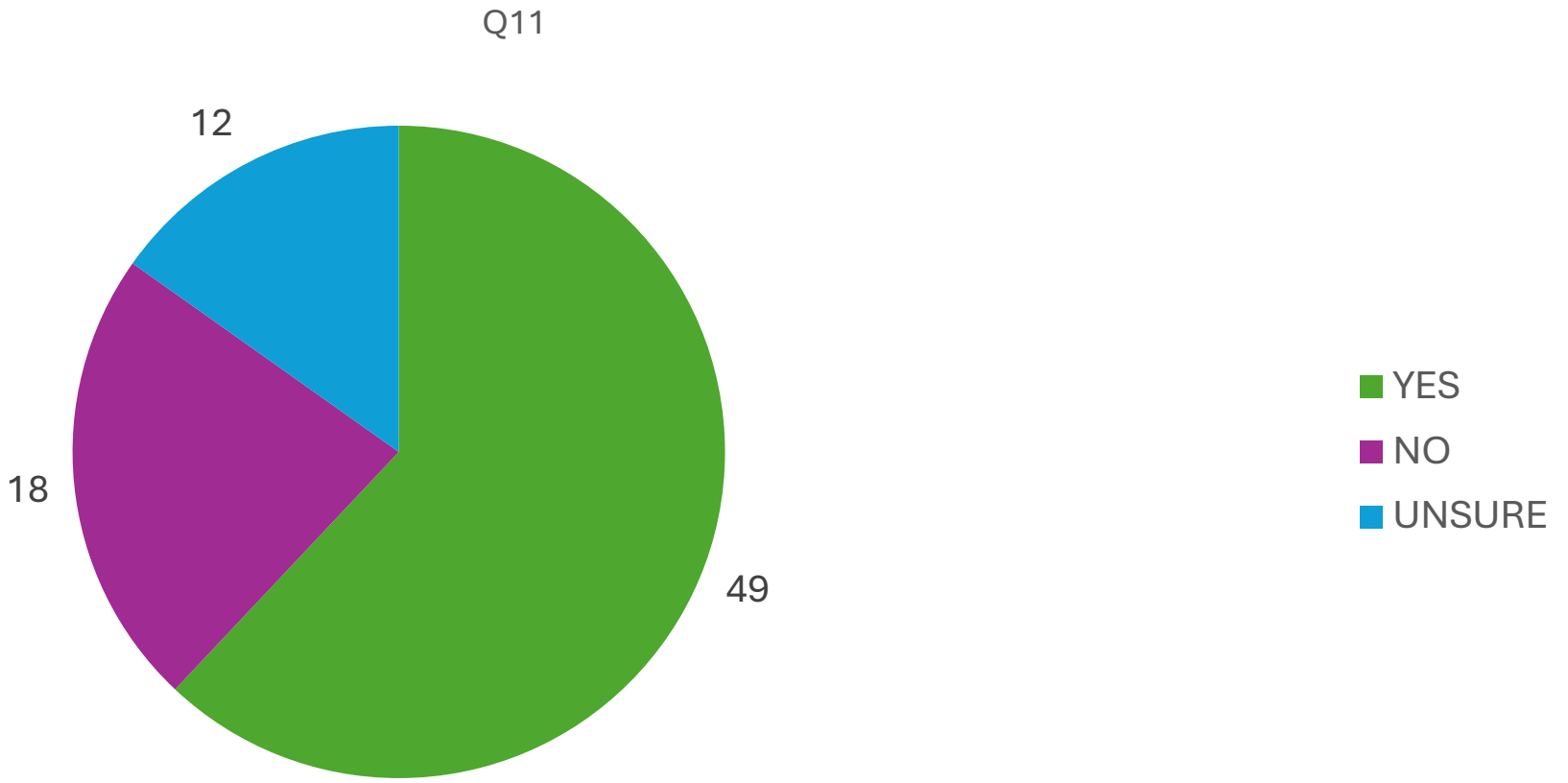


	$150-249	$250-349	$350-449	$450-550	I am not willing to pay more	No Response	Alternative Response: $50-100
Series1	22	13	1	7	31	4	1

Q10: Did you know that the SRD is an outlier in terms of funding partnerships for recreation facilities as 5 of 7 RD on Vancouver Island have regional funding partnerships?



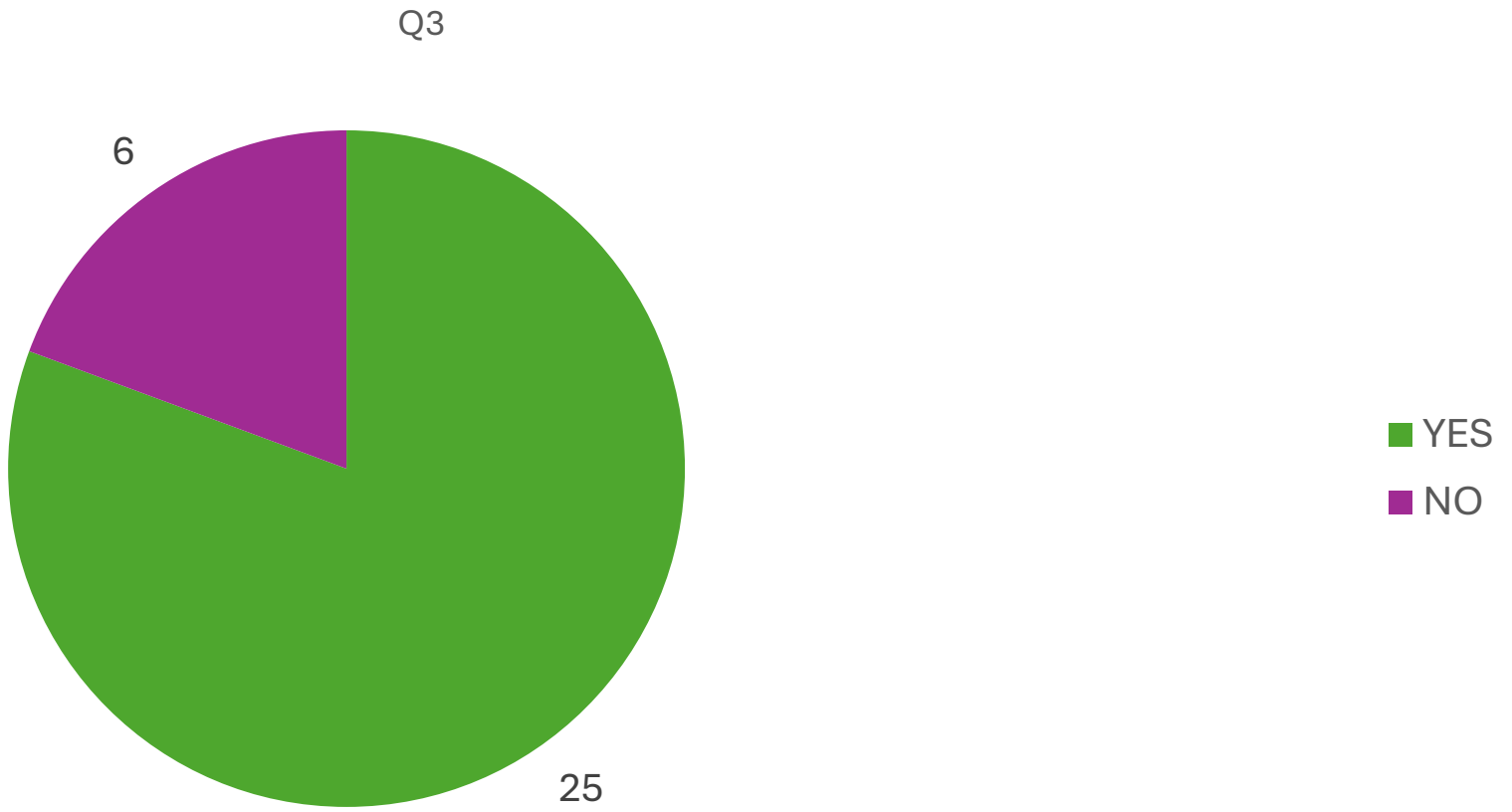
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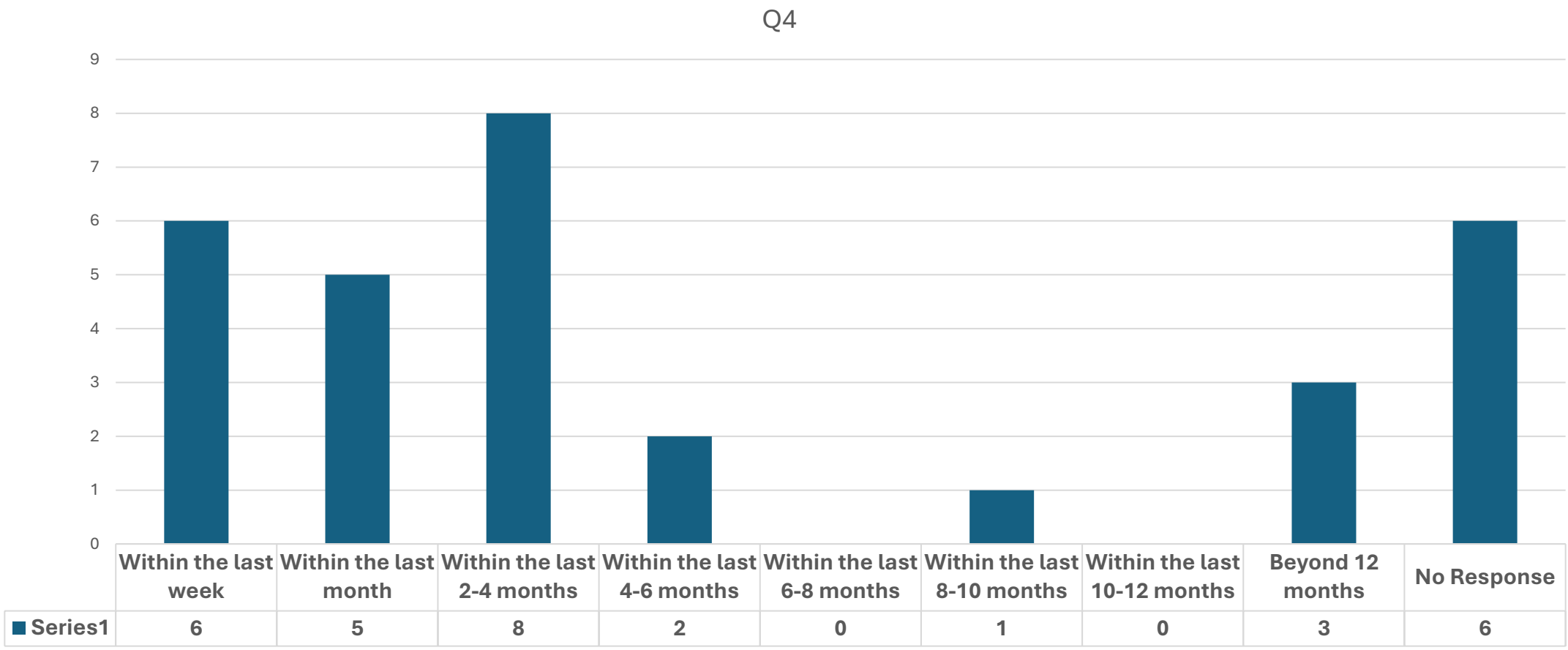
BREAKDOWN OF **31 VILLAGE RESIDENTS'** RESPONSES - ONLY



Q3 – Have you used the services of the Kelsey Centre before?

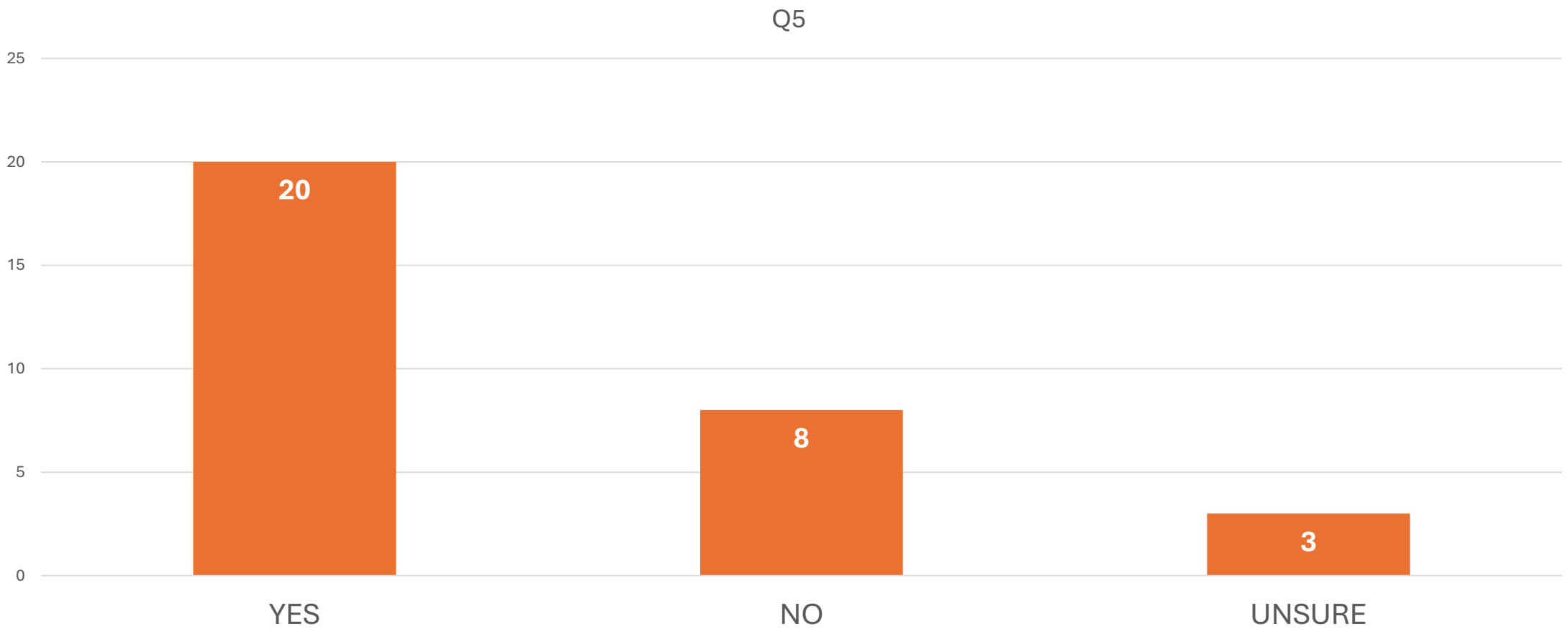


Q4. If yes to the previous question, when last did you use the services at the Kelsey Centre?

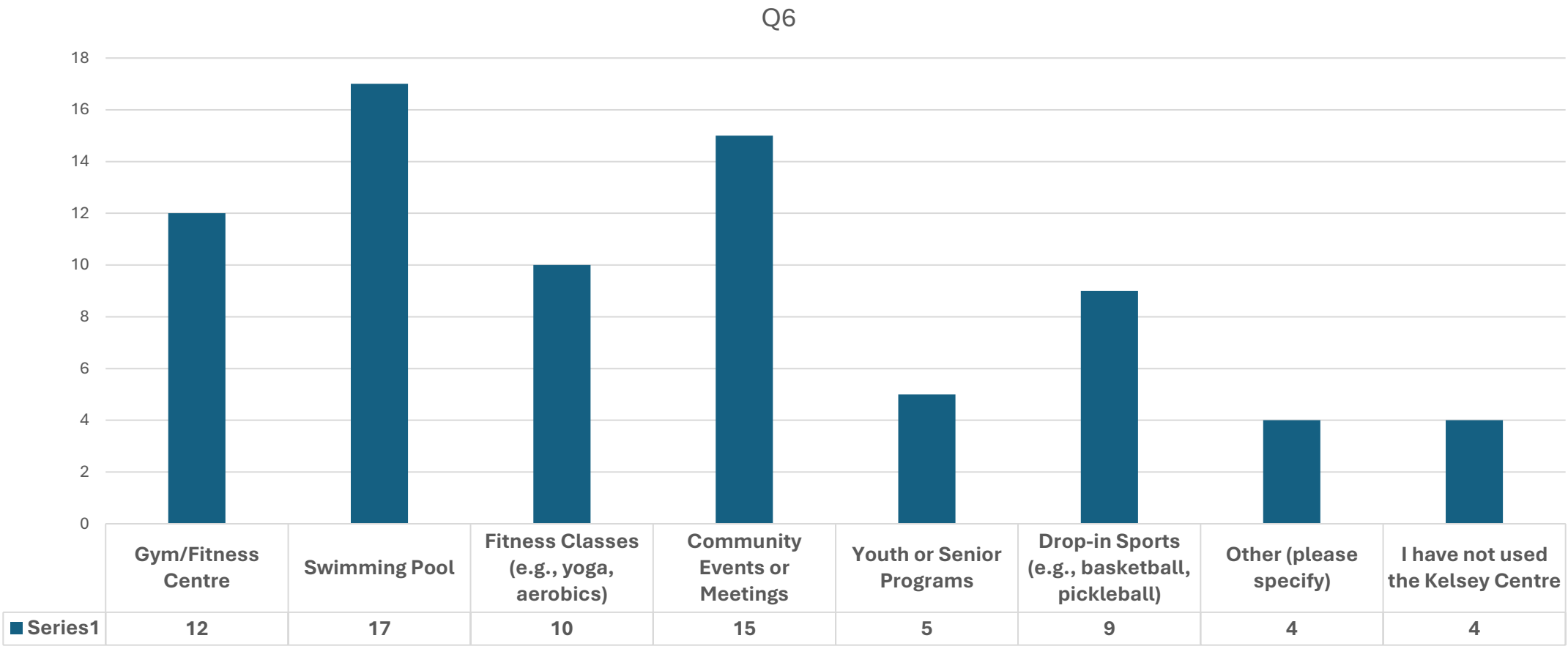


	Within the last week	Within the last month	Within the last 2-4 months	Within the last 4-6 months	Within the last 6-8 months	Within the last 8-10 months	Within the last 10-12 months	Beyond 12 months	No Response
Series1	6	5	8	2	0	1	0	3	6

Q5: Do you believe the Kelsey Recreation Centre is an important service for the community?

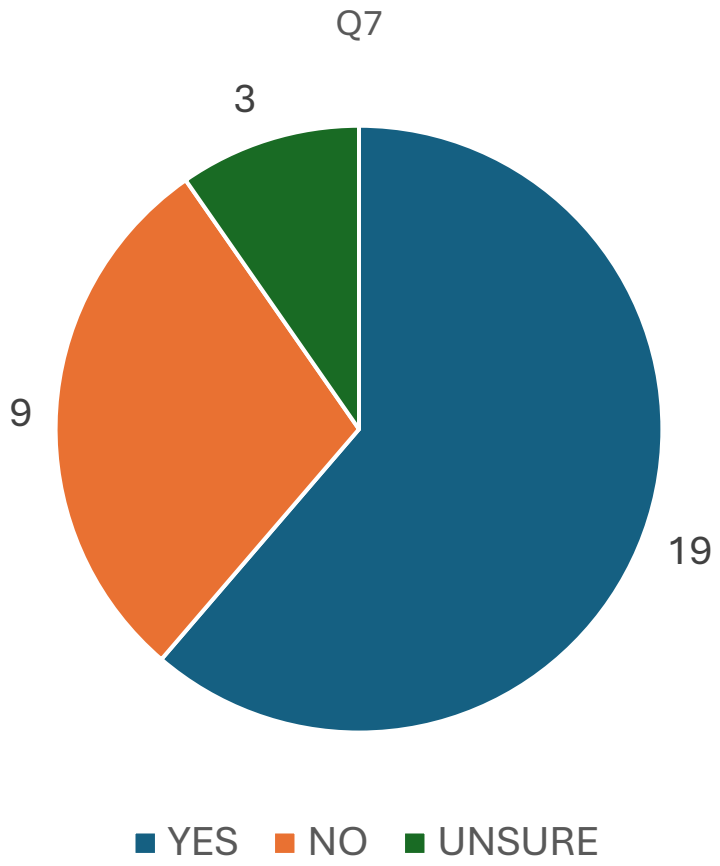


Q6. Which of the following services at the Kelsey Recreation Centre have you used, if any?

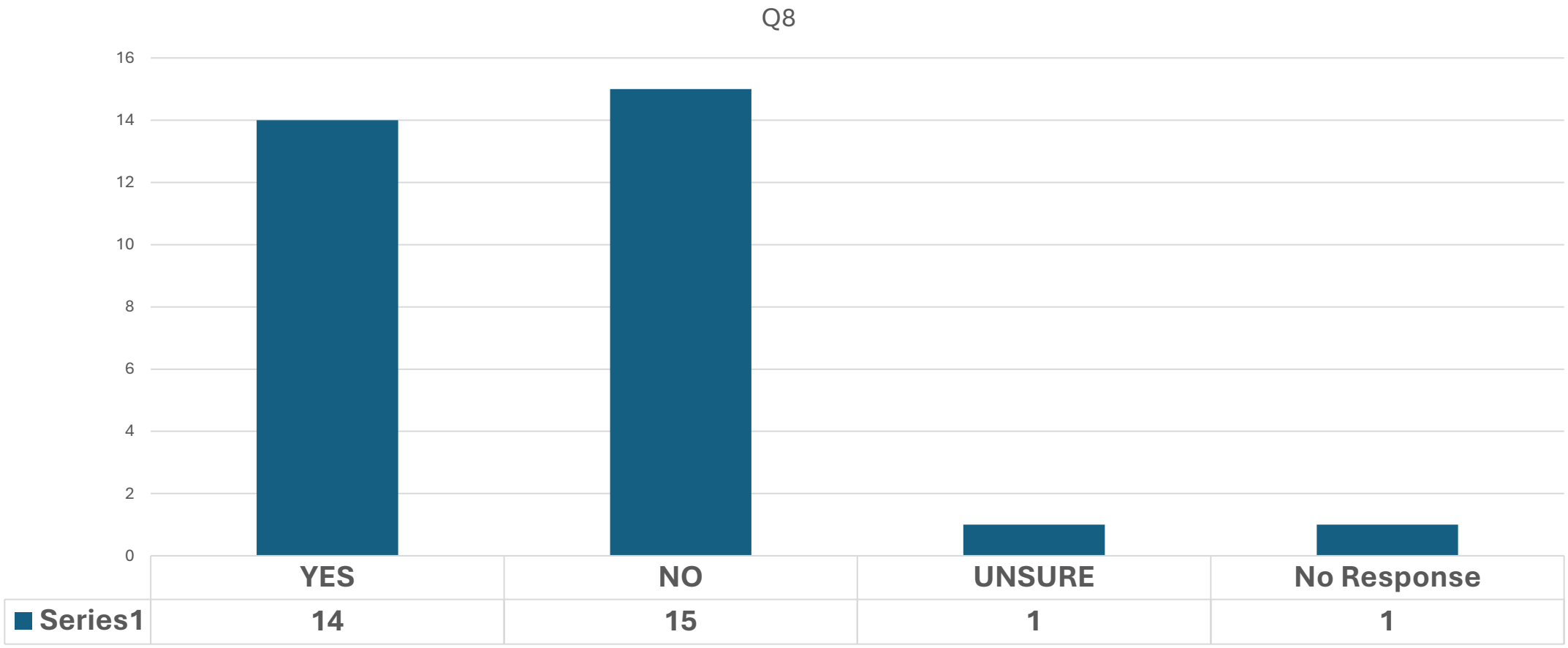


	Gym/Fitness Centre	Swimming Pool	Fitness Classes (e.g., yoga, aerobics)	Community Events or Meetings	Youth or Senior Programs	Drop-in Sports (e.g., basketball, pickleball)	Other (please specify)	I have not used the Kelsey Centre
Series1	12	17	10	15	5	9	4	4

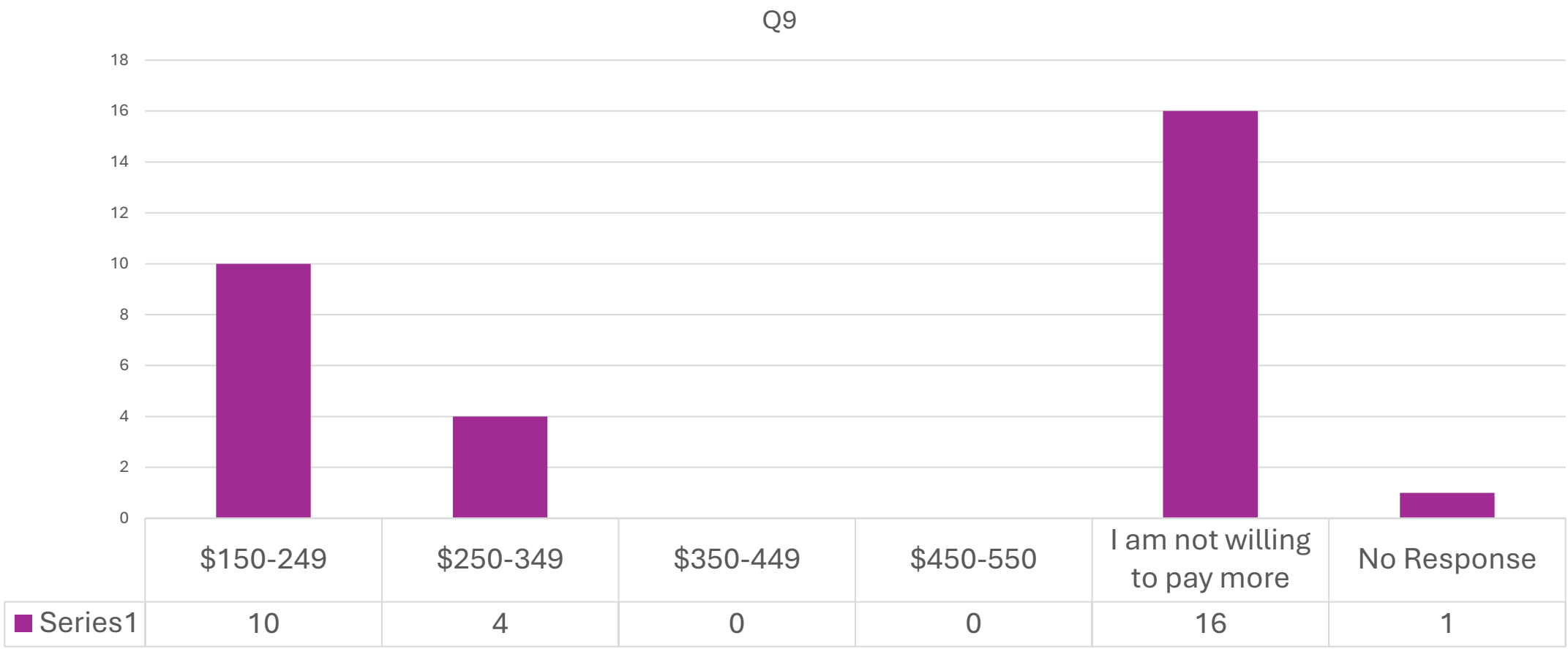
Q7: Would you like to see the Kelsey Recreation Centre continue operating?



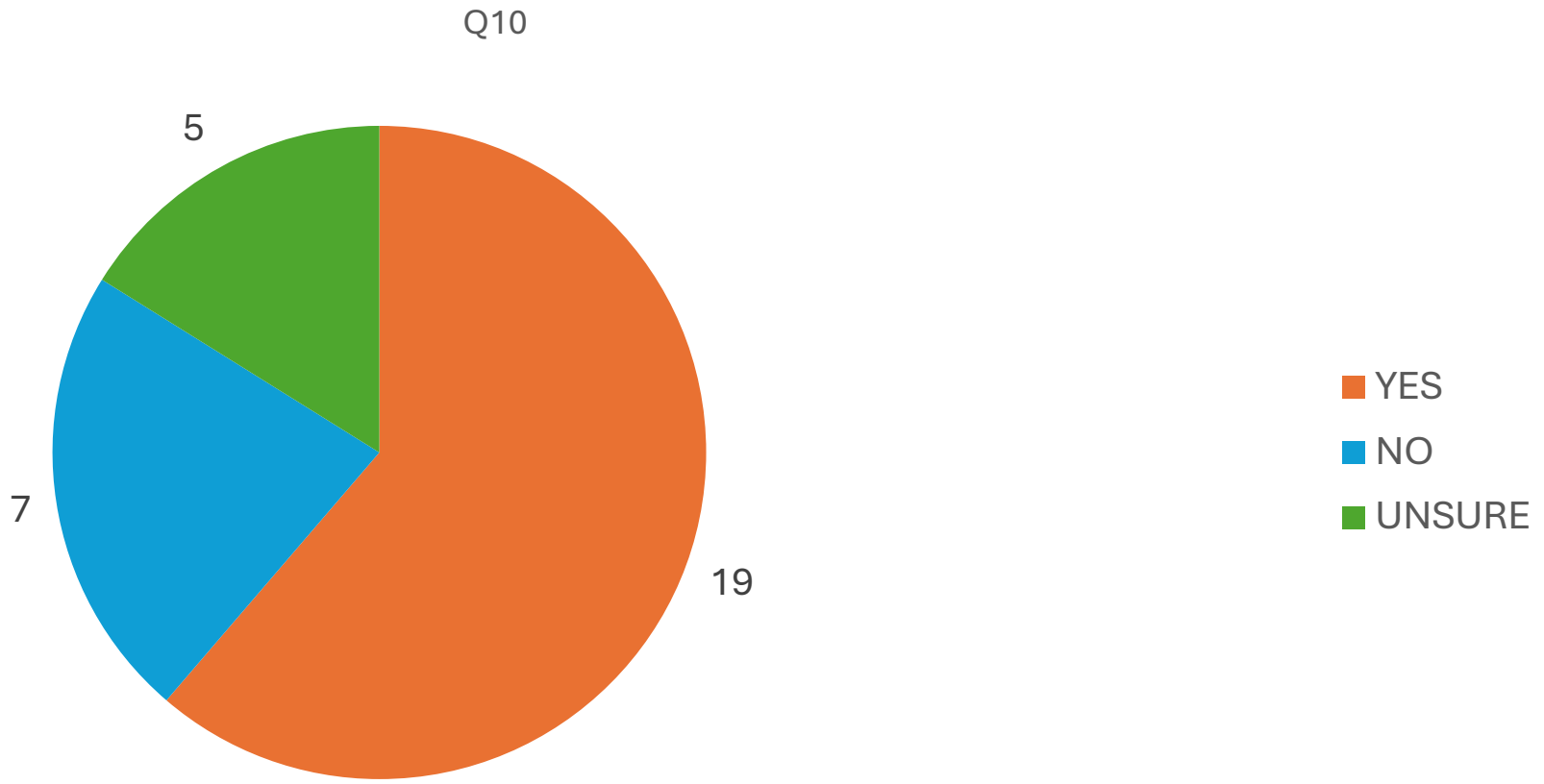
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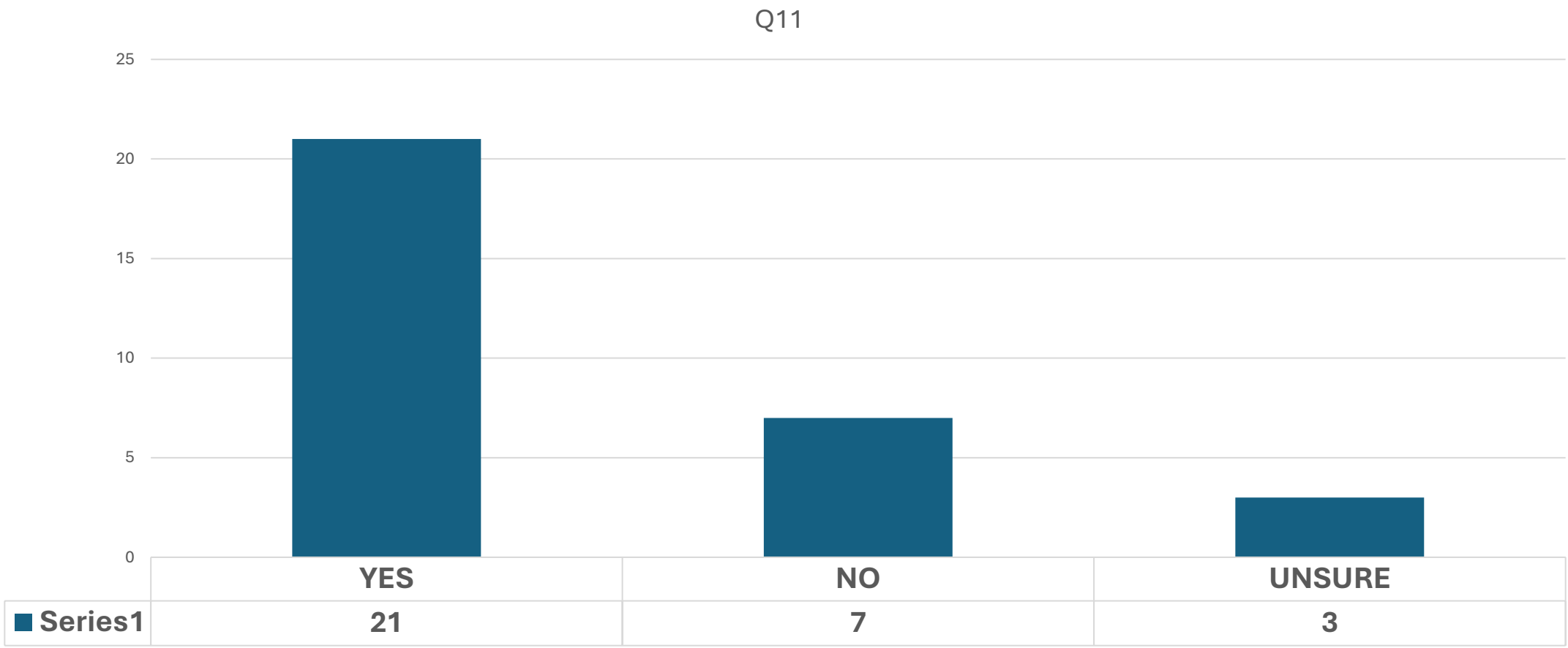
Q9: If yes, how much would you be willing to contribute through property taxes to help sustain the Kelsey Recreation Centre?



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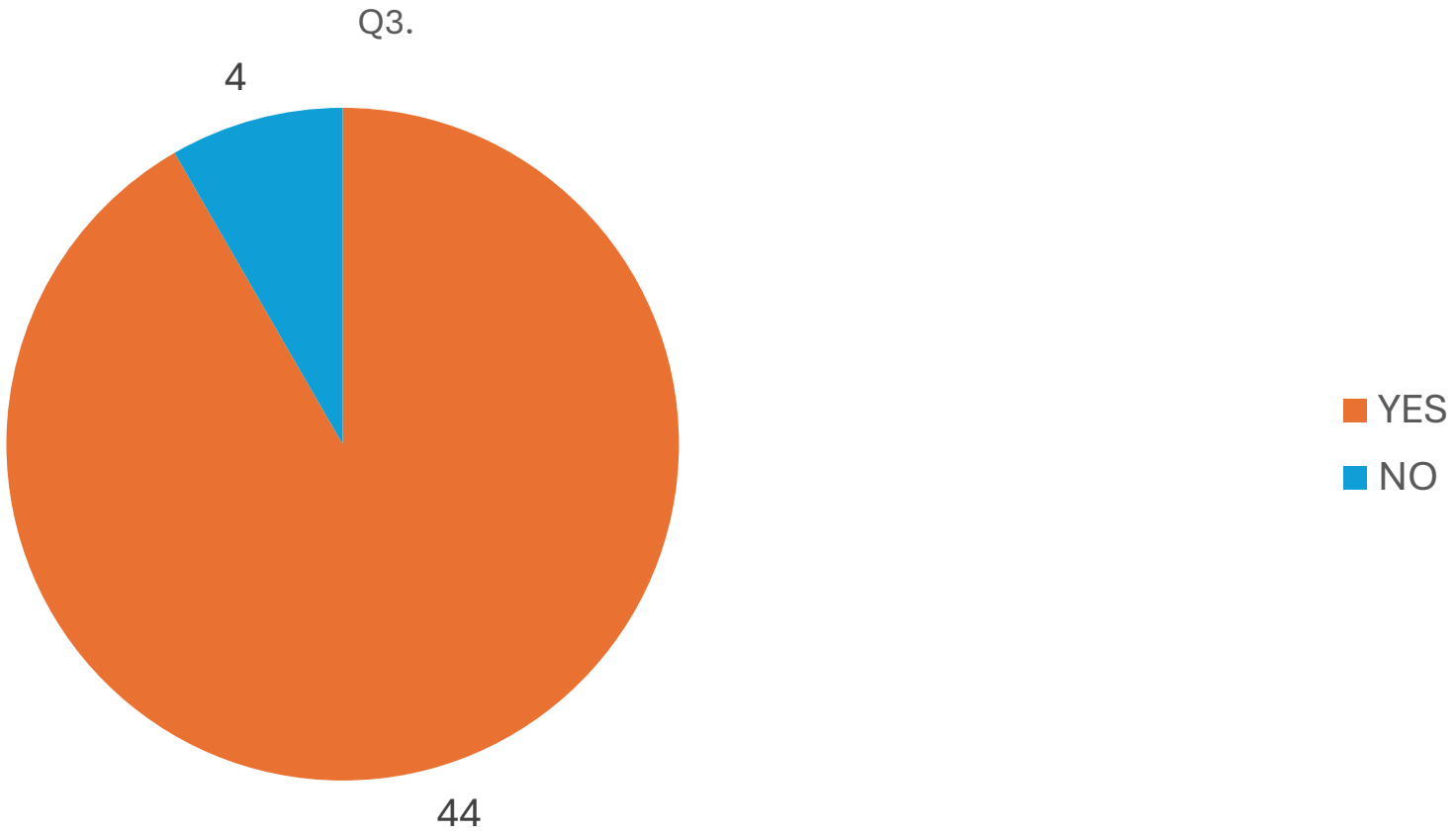
Q.11 Would you support a regional funding model where costs are shared among Sayward and surrounding communities?



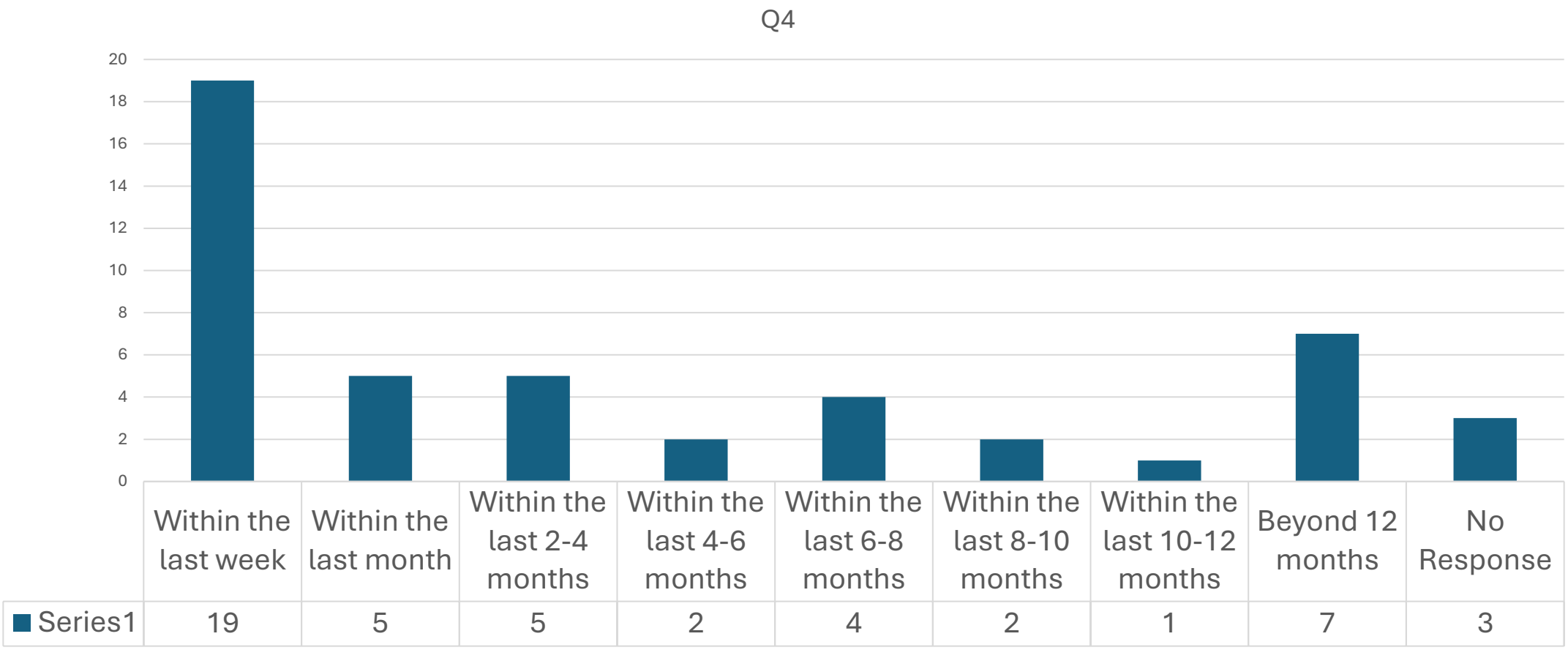
BREAKDOWN OF **48 VALLEY RESIDENTS'** RESPONSES - ONLY



Q3. Have you used the services of the Kelsey Centre before?

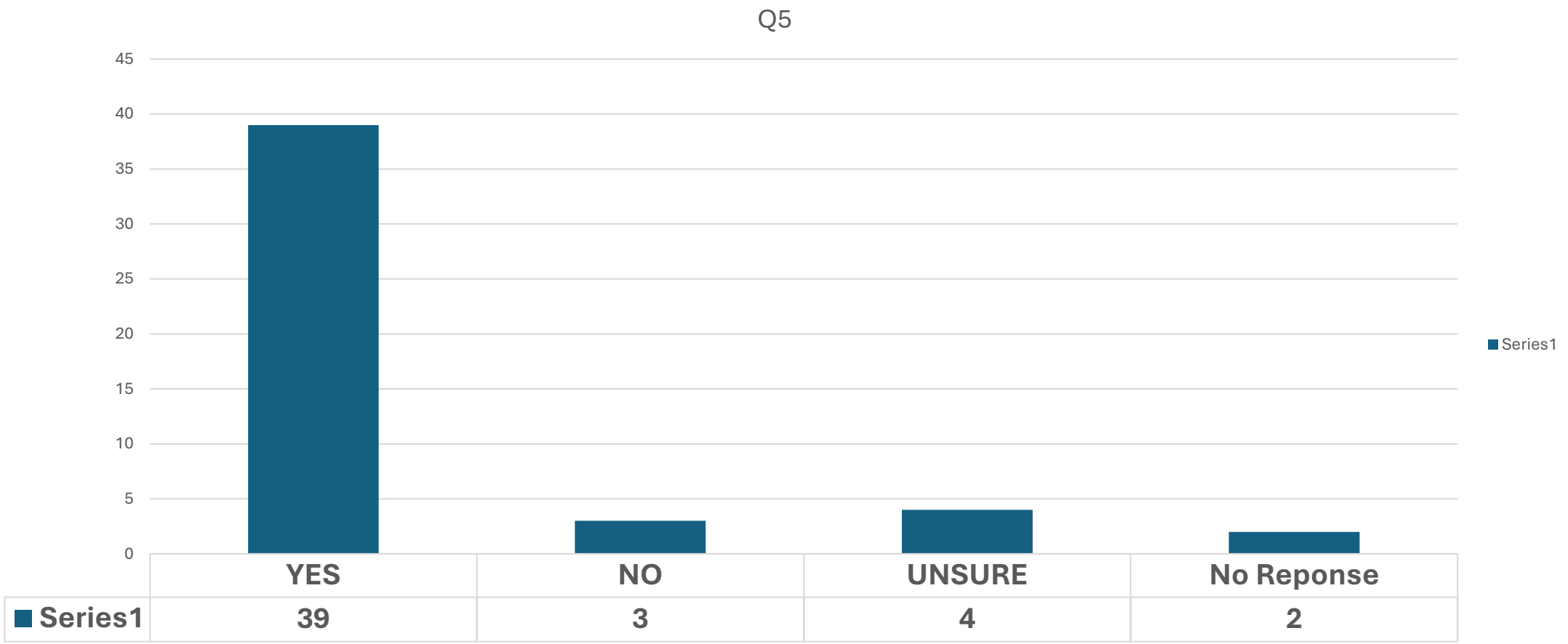


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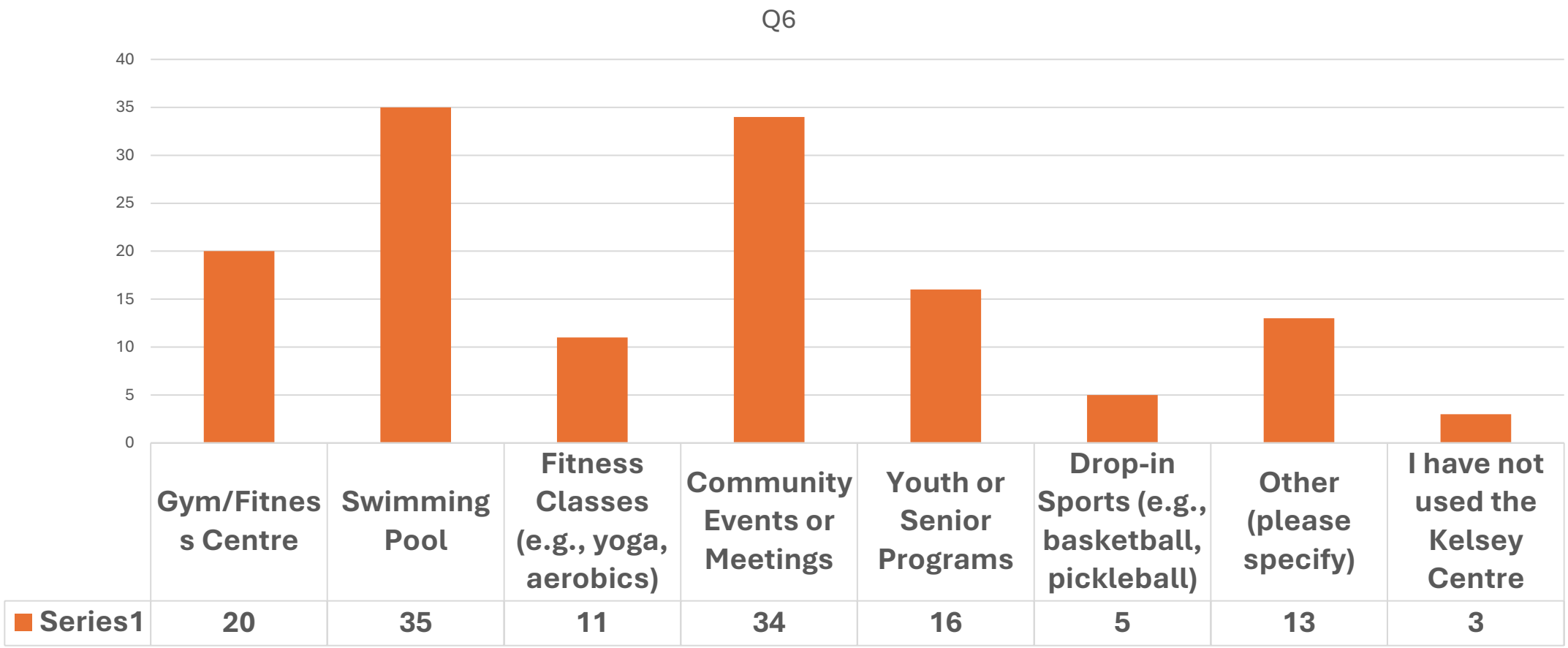


	Within the last week	Within the last month	Within the last 2-4 months	Within the last 4-6 months	Within the last 6-8 months	Within the last 8-10 months	Within the last 10-12 months	Beyond 12 months	No Response
Series1	19	5	5	2	4	2	1	7	3

Q5: Do you believe the Kelsey Recreation Centre is an important service for the community?

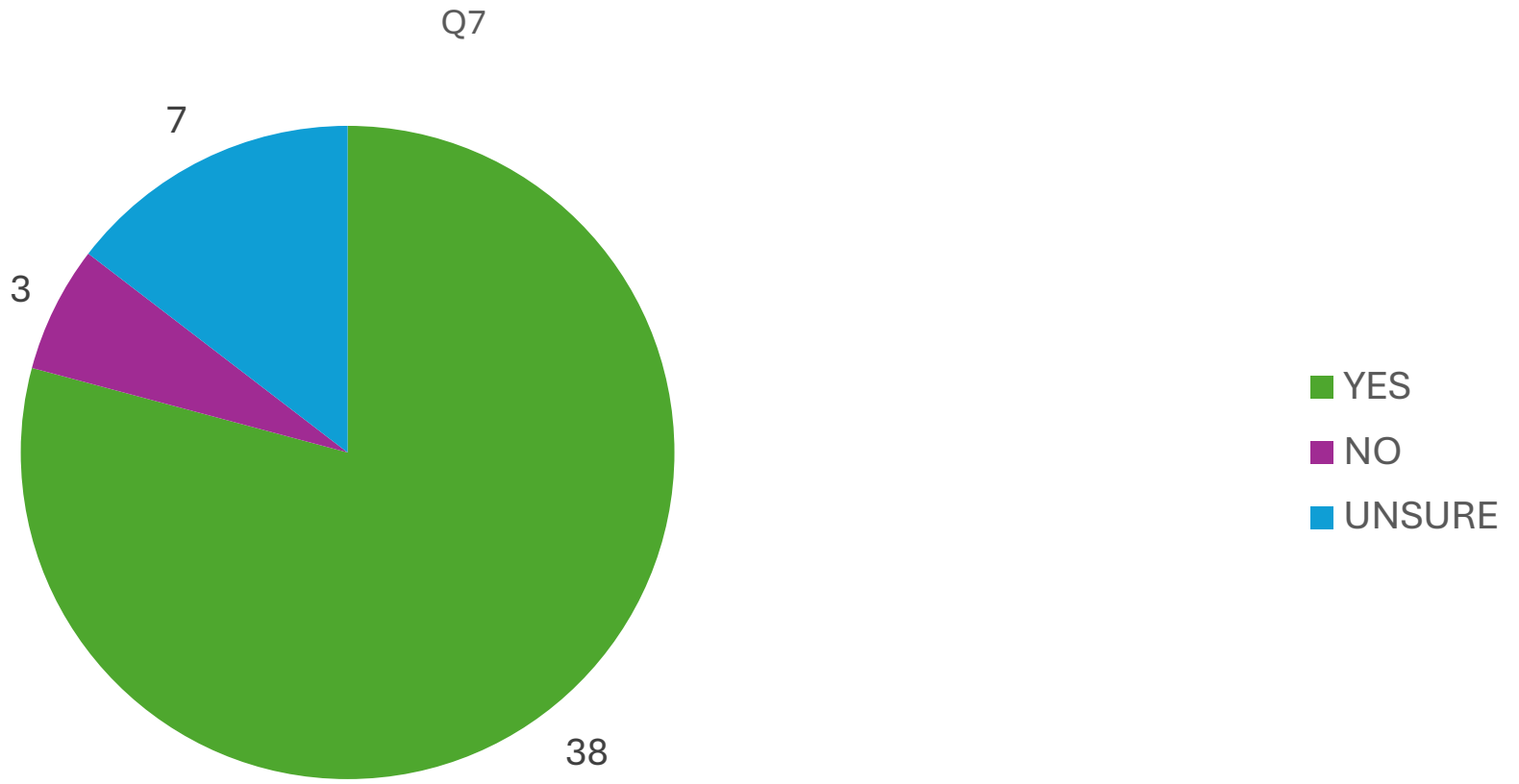


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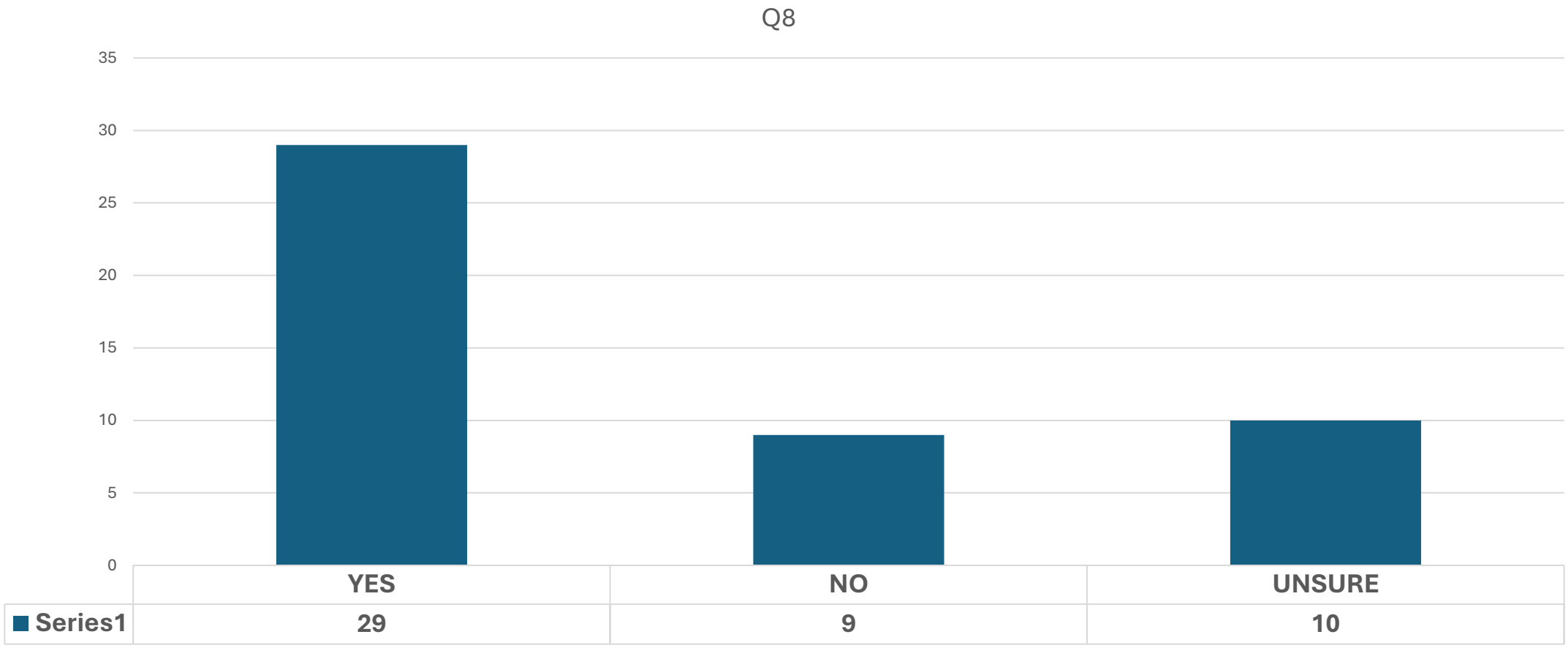


	Gym/Fitness Centre	Swimming Pool	Fitness Classes (e.g., yoga, aerobics)	Community Events or Meetings	Youth or Senior Programs	Drop-in Sports (e.g., basketball, pickleball)	Other (please specify)	I have not used the Kelsey Centre
Series1	20	35	11	34	16	5	13	3

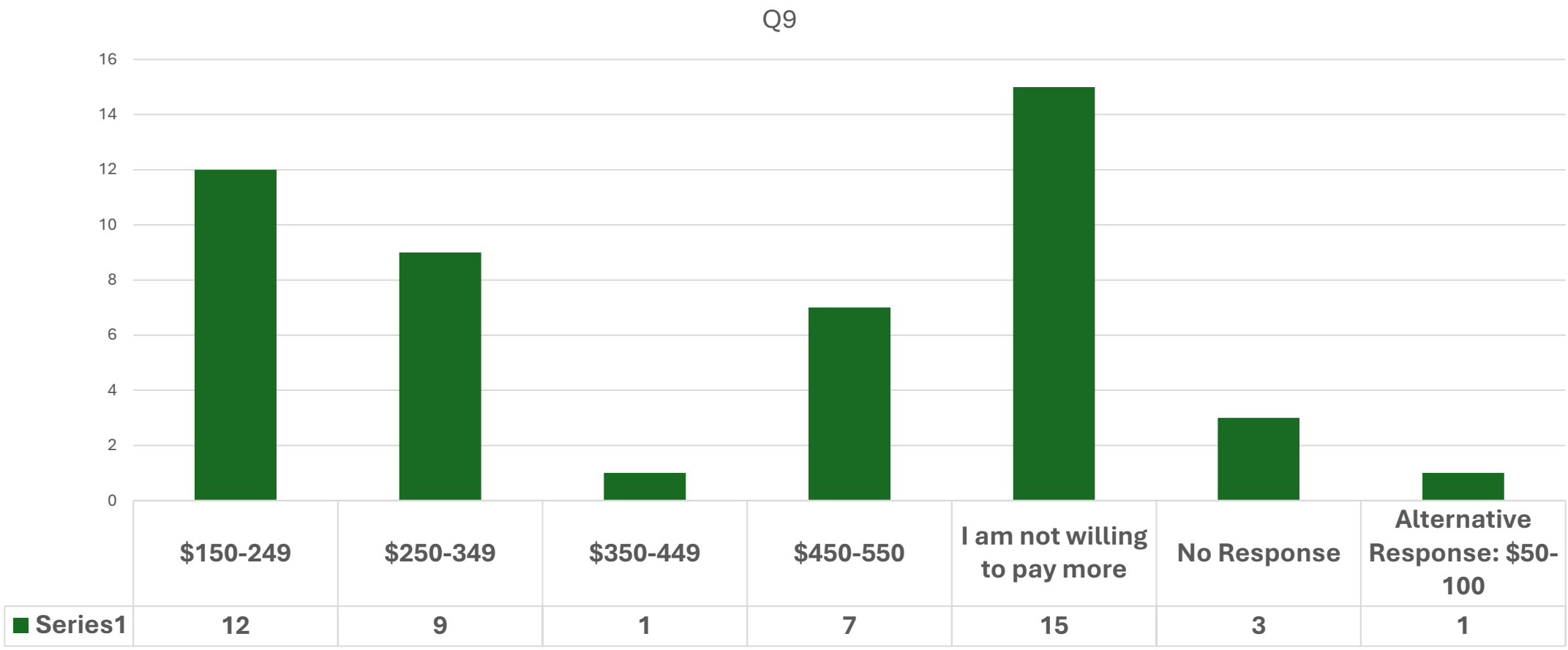
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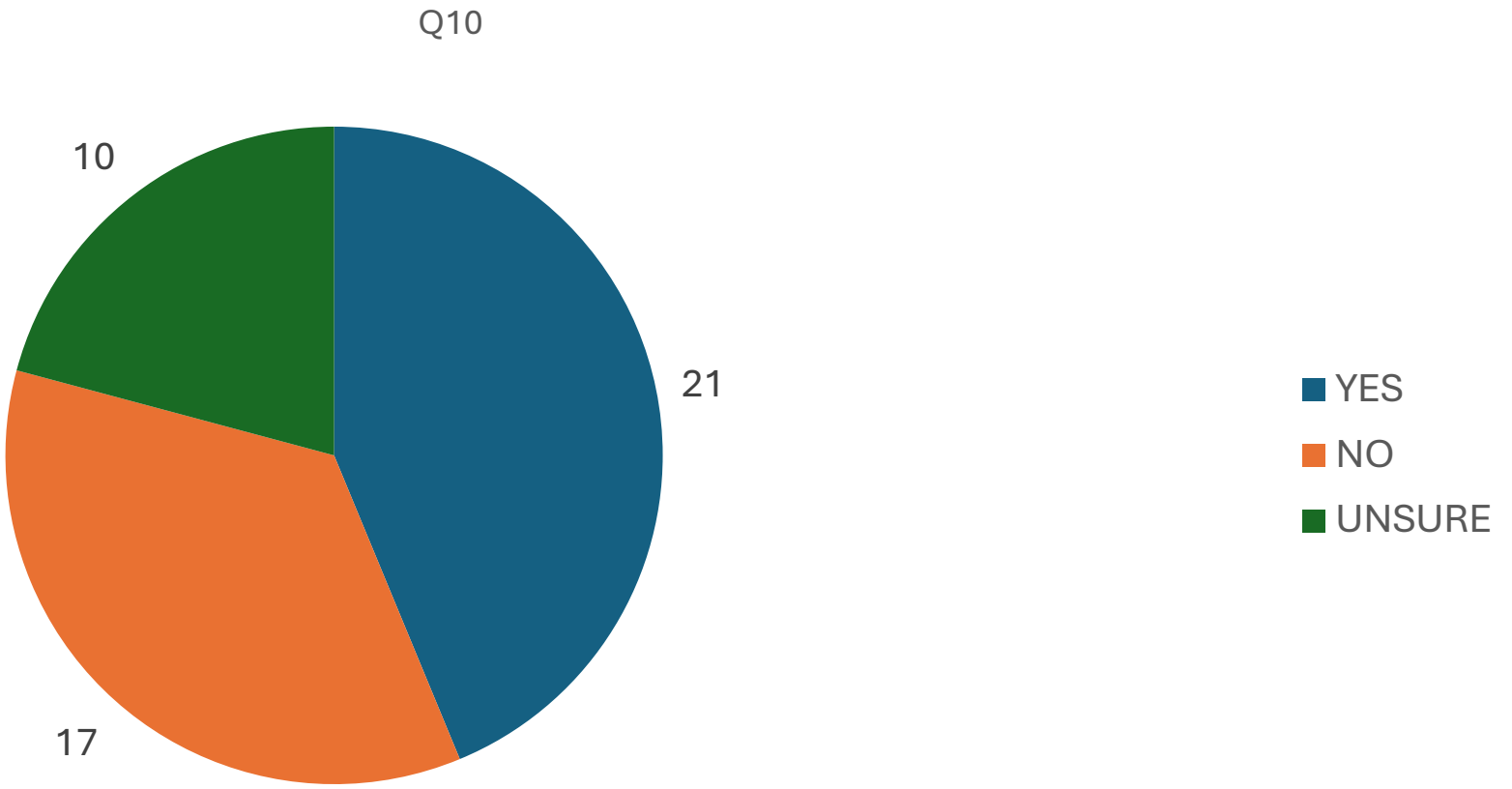
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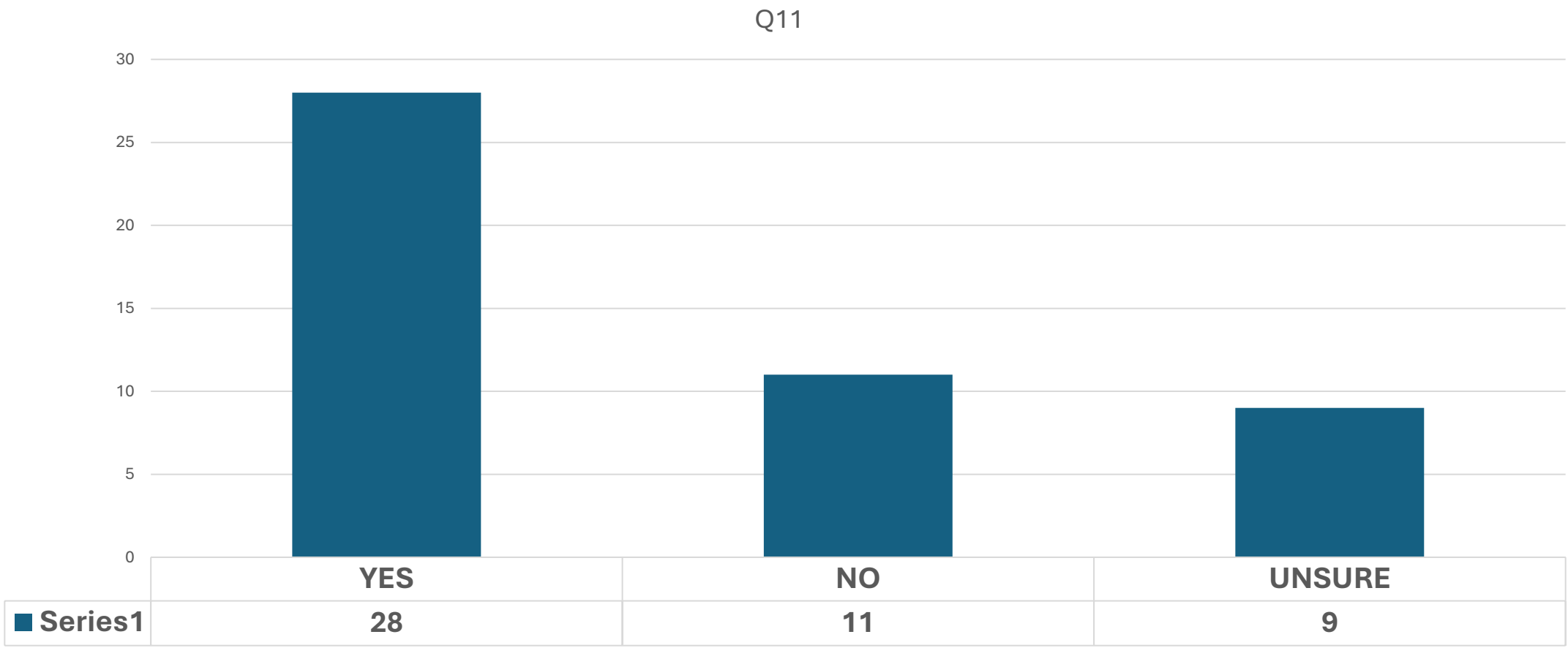
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Q10. Did you know that the Strathcona Regional District is an outlier in terms of funding partnerships for recreation facilities as 5 of 7 regional districts on Vancouver Island have regional funding partnerships?



Q11. Would you support a regional funding model where costs are shared among Sayward and surrounding communities?



Reserve Funds

	Capital Reserve	Sewer Capital	Water Capital	Transportation Infrastructure	Community Works (gas tax)	Fire Facilities and Equipment	Climate Action	Growing Communities	Election
Opening balance Jan 1, 2025	2,186	5,767	0	758	343,385	0	205,466	654,638	7,302
2025 budgeted expenditures	0	0	0	0	-85,000	0	-200,000	-348,879	0
2025 budgeted contributions	0	30,000	30,000	0	78,620	0			3,363
Balance Dec 31, 2025	**2,186**	**35,767**	**30,000**	**758**	**337,005**	**0**	**5,466**	**305,759**	**10,665**

Grants

UBCM - Cooling Centre	$72,000

STAFF REPORT

To: Mayor & Council
From: Lisa Clark, CFO
Subject: **Finance Department Update**
Meeting date: June 17, 2025

PURPOSE

This report is provided to inform Council on the various tasks completed in the Finance department since the last report dated April 15, 2025. It is also to provide information about the current grant in aid budget and various fees and charges that council has waived by resolution or agreement.

DISCUSSION

The following is a list of significant tasks that have been completed by the Finance department over the last two months:

- Completion of the 2024 Audit - Audited Financial Statements approved by Council at the May 6, 2025 council meeting
- Completion of the 2025-2029 Financial Plan, both operating and capital budgets – associated bylaw adopted by Council at the April 17, 2025 council meeting
- Fees & Charges review and adoption of amendment bylaw at the April 17, 2025 council meeting
- Tax Rate calculations and adoption of bylaw at the April 17, 2025 council meeting
- Property tax calculation in accounting system and production and mailing of 2025 tax notices – mailed the week of May 12, 2025
- Preparation of the 2024 Statement of Financial Information report – approved by Council at the May 6, 2025 council meeting
- Compilation of a Budget Variance Report for Council review at the May 6, 2025 council meeting
- Investment Policy - adopted by Council at the May 20, 2025 council meeting
- Completion and submission of the annual Local Government Data Entry form on May 9, 2025
- Completion and submission of the annual Canada Community Building Fund (Gas Tax) report on May 15, 2025

Grant in Aid budget and fees waived by Council

The 2025 budget/available funds for grants in aid (GIA) and cash expenditures to date are outlined in the chart below:

2025 GIA - opening balance	$1,500
2025 Bike Rodeo – Council resolution R25/140	($500)
Sayward Community Food Table Society GIA for electrical costs for sea can – Council resolution S25/4	($500)
Balance remaining – * see below	$500

* The ending balance above does not take into consideration any **non-cash** grants in aid that have been provided to various individuals and organizations for 2025. Information on non-cash or in-kind grants is provided below.

Sayward Community Food Table Society

In April of 2025 Council approved a non-cash GIA to the SCFTS for the rental of both the Kesley Centre gymnasium and the multipurpose room for monthly food sorting and meetings of the Society. A GIA was also approved for electrical costs for the Society-owned Sea Can that has now been connected to the Kelsey Centre electrical system. The table below outlines the dollar value of this GIA. Note: the following total is an annual amount assuming the program will continue to be funded by a council GIA after the initial 6-month period:

Item	Quantity	Amount	Total
Gym rental for food sortng (1/2 day) *	12	$ 200.00	$2,400.00
Table rental for food sorting (18 tables per month) *	216	$ 10.00	$2,160.00
Multipurpose room rental for meetings (1/2 day) *	12	$ 150.00	$1,800.00
Grant in Aid for new electrical for Sea Can	1	$ 500.00	$ 500.00
Monthly electrical costs for Sea Can	12	$XX	$XX
(To power fridge and freezer - to be determined)			
Total (Annual)			**$6,860.00**
* Village of Sayward Fees & Charges Bylaw No. 451, 2019 (consolidated)			

Canada Day 2025

In October of 2024 Council approved by resolution an in-kind donation to Sayward Futures Society for various items to be used on Canada Day.

MOTION C24/T3
MOVED AND SECONDED

THAT the Village of Sayward provide donations in-kind and support Sayward Futures Society executing the 2025 Canada Day event.

CARRIED

The following items have been requested from the Village for Canada Day 2025:

Public Works:

- Supply and install road barriers – needed by the evening of Monday, June 30
- Garbage cans
- Delivery of the following items from the Kelsey Centre to the gazebo (details below):
    - Tables and chairs
    - Hand washing station
    - BBQ

Kelsey Centre:

Sayward Futures is requesting a FOB to access the Kelsey Centre from June 30 to July 2 for food storage and supply pick-up/drop-off.
We will also require the following items:

- Scissors
- Spatulas
- Tongs
- Serving spoons
- Serving bowls
- Coffee urns
- Hand washing station
- BBQ
- 15–20 tables
- 50–75 chairs

A financial analysis of the estimated GIA is provided in the table below.

Item	**Quantity**	**Amount**	**Total**
Ball field rental for 1 day (Note A)	1	??	??
Gazebo rental (Note A)	1	??	??
Kitchen rental - use of all equipment (full day) *	1	$ 250.00	$ 250.00
Table rental *	20	$ 10.00	$ 200.00
Chair rental (folding) *	51	$ 4.00	$ 204.00
Staff costs - Public Works	8	$ 31.05	$ 248.40
Total			**$ 902.40**

Oscar Daze 2025

In March of 2025 Council approved a non-cash GIA to the Oscar Daze Slo-Pitch Society for the following items:

1. **Asking for standing approval to use the ball fields for Oscar Daze.**
2. **$60.00 per team for the weekend use of the Campground for the duration of the ball games.**
3. **The use of the Showers at the Kelsey Center**

The table below outlines the estimated dollar value of this GIA assuming the event will run from Thursday evening to Monday morning.

Item	Quantity	Amount	Total
Ball field rental for 4 days (Note A)	4	??	??
Campground fees for weekend	4	$ 35.00	$ 140.00
Serviced sites *	6	$ 140.00	$ 840.00
Unserviced sites *	10	$ 100.00	$1,000.00
Fees paid per team	10	$ 60.00	$ (600.00)
Kelsey Centre showers *	50	$ 6.00	$ 300.00
Staff costs - janitorial at campground restrooms and hours at Kelsey Centre for showers	16	$ 21.28	$ 340.40
Total			**$2,020.40**
Note A: There are currently no fees for the use of the field			
* Village of Sayward Fees & Charges Bylaw No. 451, 2019 (consolidated)			

Seniors' lunches

The Sayward Health Clinic has been facilitating lunches in the Kelsey Centre 1-2 times per month. The cost of the food and supplies has been funded by grants received by both the Clinic and the Village (Plan H). However, the cost of the use of the facility has not been factored into the total cost of the program – staff have analyzed these costs in the table below.

Item	Quantity	Amount	Total
January 15, 2025			
Gym rental (1/2 day)	1	$ 150.00	$ 150.00
Kitchen rental - use of all equipment (1/2 day)	1	$ 150.00	$ 150.00
Table rental	8	$ 10.00	$ 80.00
Chair rental	40	$ 4.00	$ 160.00
February 12, 2025			
Gym rental (1/2 day)	1	$ 150.00	$ 150.00
Kitchen rental - use of all equipment (1/2 day)	1	$ 150.00	$ 150.00
Table rental	8	$ 10.00	$ 80.00
Chair rental	40	$ 4.00	$ 160.00
April 2 & April 16, 2025			
Gym rental (1/2 day)	2	$ 150.00	$ 300.00
Kitchen rental - use of all equipment (1/2 day)	2	$ 150.00	$ 300.00
Table rental	16	$ 10.00	$ 160.00
Chair rental	80	$ 4.00	$ 320.00
May 7 & May 21, 2025			
Gym rental (1/2 day)	2	$ 150.00	$ 300.00
Kitchen rental - use of all equipment (1/2 day)	2	$ 150.00	$ 300.00
Table rental	16	$ 10.00	$ 160.00
Chair rental	80	$ 4.00	$ 320.00
Total			**$3,240.00**
* Village of Sayward Fees & Charges Bylaw No. 451, 2019 (consolidated)			

Carpet Bowling

In 2022 the following resolution was passed by Council:

MOTION R22/34
MOVED AND SECONDED
THAT participants for Seniors Lawn Bowling, currently scheduled at one day per week in Kelsey Centre be granted exception against the established Seniors User Rates ($4.00) and not pay user rates for this activity as scheduled, and;
THAT the CAO and Rec Manager conduct a rate and program review with similar centres and report to Council findings when complete, with anticipated SRD report forthcoming from SRD.

CARRIED

The carpet bowlers use the Kelsey Centre gymnasium once per week for approximately 2 hours, providing all their own equipment, coffee etc. With the Kelsey Centre now being closed as of the date of this report, Finance staff have been unable to gather the necessary information to provide an estimate of the grant in aid allocated to this group. It is unclear whether this activity is open to the public, or if other activities are running in the gymnasium at the same time, which would help determine whether or not this group is technically renting the gym. Finance staff will gather details from recreation staff at a later date and bring the information to Council.

Campground rent for Nurse Practitioner

Since the beginning of 2018 a serviced camping site has been available for the local nurse practitioner at a reduced rate and several council resolutions over the years have supported this. An analysis of the estimated grant in aid provided (revenue lost) is in the table below.

Campground for NP - several Council resolutions			
Item	**Fees paid**	**Fees per bylaw**	**GIA**
Camping fees - serviced site *			
2018	$ 4,200	$ 6,300	$ 2,100
2019	$ 4,200	$ 9,125	$ 4,925
2020	$ 4,200	$ 9,125	$ 4,925
2021	$ 4,200	$ 9,125	$ 4,925
2022	$ 4,200	$ 9,125	$ 4,925
2023	$ 4,200	$ 9,125	$ 4,925
2024	$ 4,200	$ 9,125	$ 4,925
2025 (Jan-May)	$ 1,750	$ 4,085	$ 2,335
Total			**$ 33,985.00**
* Village of Sayward Fees & Charges Bylaw No. 451, 2019 (consolidated)			

Health Clinic

The Sayward Health Clinic building is owned by the Village of Sayward and leased to the Sayward Community Health Society (SCHS) for $1 per lease term, meaning no rent is collected for the use of the building. In comparison, the RCMP building, also owned by the Village is leased to the federal government and rent of just over $25,000 is collected annually. The SCHS is therefore receiving a GIA of a similar value, on an annual basis. A lease has been in place since at least 2018 and the total GIA since that time is outlined in the table below.

Health Clinic - lease agreement			
Item	**Rent paid**	**Fees based on similar building (RCMP)**	**GIA**
Rent for Clinic building			
2018	$ -	$ 25,000	$ 25,000
2019	$ -	$ 25,000	$ 25,000
2020	$ -	$ 25,000	$ 25,000
2021	$ -	$ 25,000	$ 25,000
2022	$ -	$ 25,000	$ 25,000
2023	$ -	$ 25,000	$ 25,000
2024	$ -	$ 25,000	$ 25,000
2025 (Jan-May)	$ -	$ 10,417	$ 10,417
Total			**$ 185,416.67**

Finance Work Plan for 2025

The following chart outlines the various items that are scheduled to be brought forward to Council in 2025 (list is not exhaustive):

Date	Agenda Item Description
April 15, 2025	• First 3 Readings of the Following Bylaws: - 2025-2029 Financial Plan Bylaw - 2025 Tax Rates Bylaw - Fees & Charges Amendment Bylaw
April 17, 2025	• Final Reading of the Following Bylaws: - 2025-2029 Financial Plan Bylaw - 2025 Tax Rates Bylaw - Fees & Charges Amendment Bylaw
May 6, 2025	• Presentation by Chan Nowosad Boates of Village of Sayward 2024 Financial Statements • Statement of Financial Information Report (SOFI) • Variance Report for 1st Quarter of 2025
June 3, 2025	• Report on Proposed Timetable for 2026 Permissive Tax Exemptions
July 15, 2025	• Parcel Tax Review for 2026
August 19, 2025	• Variance Report for 2nd Quarter of 2025 • Fees & Charges Review for 2026
November 18, 2025	• Consideration of Amendments to 2025-2029 Financial Plan – First 3 Readings of Amendment Bylaw
December 2, 2025	• Final Reading of 2025-2029 Financial Plan Amendment Bylaw • First Draft of 2026-2030 Financial Plan and Review of 2025 Financial Position

CAO's Input

First, I would like to extend my sincere thanks to CFO Clark for preparing this comprehensive and insightful report. It provides a clear and necessary picture of the Village's financial commitments over the years and the current state of our fiscal health.

At present, the Village's financial position can be described, at best, as precarious. This report challenges any lingering belief that the Village can continue to operate as though conditions have not changed. **The reality is clear: the Village no longer have the financial room to support a "business-as-usual" approach**. **Structural change is not only necessary—it is imperative for the long-term well-being of the Village and the residents we are elected to serve.**

As members of Council, each person has a fundamental responsibility to ensure sound financial stewardship of public resources. This means making decisions that are not always going to be popular or appreciated [in the near term] but to also make fiscally responsible, sustainable, and strategic decisions for the future. **A core tenant of Council's role is to act in the long-term best interest of the community—even when that requires difficult conversations and disciplined choices.**

This does not mean that change must be abrupt or reactionary. On the contrary, the Village (Council, staff, and the public) must approach this challenge with thoughtfulness and strategic foresight. The path forward calls for a **deliberate recalibration—one that directly addresses the core issues of financial discipline, governance, and accountability, starting at the Council table**.

Moving forward, Council must be prepared to **exercise restraint and discernment**. Not all requests for funding or support can—or should—be granted. The Village has a duty to apply a higher level of scrutiny, including requiring appropriate financial disclosures from individuals, organizations, and groups seeking public contributions.

Ultimately, if the Village (Council) do not change how it governs—do not embrace a more principled, financially sound, and long-term forward-looking approach—the results is clear – financial insolvency. Regrettably, the macro and microeconomics of the international, Canadian, provincial, and local economies are changing and are changing rapidly. There is an open question on the future of new sources of funding by way of grants and this means that local communities such as Sayward must do a better job managing its finances.

Consequently, now is the time for disciplined leadership, grounded in evidence, guided by principles focused on building a more resilient and sustainable future for the Village.

STAFF RECOMMENDATIONS

THAT the Finance Department Update Staff Report be received for information and discussion.

Respectfully submitted,

Original signed

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Lisa Clark, CFO