VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING AGENDA
November 18, 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 Regular Meeting of Council for **November 18, 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 **November 4, 2025**, be adopted [as presented **or** as amended].
6. **Petitions and Delegations – none**
7. **Correspondence**

   Note: Council received the following correspondence with Approval of the Agenda. Council members, however, are welcome to move discussion of any piece/s of correspondence.

   a) Email from Honourable Jodie Wickens, Minister of Children and Family Development dated October 31, 2025 proclaiming November as Adoption and Permanency Awareness Month.

b) Strathcona Regional District (SRD) launches FireSmart Homeowners Rebate Program for Village of Sayward

i. SRD News Release dated November 4, 2025

ii. FireSmart Sayward 2025 Brochure

c) Managed Forest Council Annual Report 2024-2025 – dated October 31, 2025

d) Union of BC Municipalities (UBCM) Preliminary Findings – Proposed Changes to Heritage Conservation Act (HCA) – dated November 5, 2025

i. Heritage Conservation Act Transformation Project – Intended Outcomes – dated 2025-11-09

ii. Updated HCATP Phase 3 Session Primer For Engagement With Local Governments And Stakeholders – dated 2025-10-10

8. Council Reports – None

9. Reports of Committees – None

10. Mayor's Report (see attachments)

11. Unfinished Business – None

12. Staff Reports

a) Grant in Aid Request – BC Emergency Health Services (BCEHS)

i. Report to Council (with following attachments)

ii. BCEHS Community Paramedic - Grant in Aid application – redacted

iii. BCEHS Community Paramedic – Chair Exercise proposal

iv. BCEHS Community Paramedic – HAP – Level 1 Sitting

v. BCEHS Community Paramedic – HAP Level 2 Standing

vi. BCEHS Community Paramedic – Liability Insurance Proposal

vii. Grant in Aid Policy (Policy No. 300-08)

viii. Schedule "C" from Fees and Charges Bylaw No. 451

Recommended Resolution

THAT Council approves the grant in aid request from the BC Emergency Health Services – Community Paramedic dated November 10, 2025.

Note: Other potential resolutions are provided in the Village of Sayward staff report for Council's consideration regarding the Grant in Aid Request.

b) Budget Variance Report – as of October 2025

i. Report to Council – Budget Variance Report October 2025

Note: No action by Council required at this time. Council members, however, are welcome to ask questions about the report content.

c) Appointments to Committees and Boards

i. Report to Council - Appointments to Committees and Boards

Recommended Resolution

THAT Council re-affirms the current appointments of members of Sayward Council to Committees and Boards within and outside the Village of Sayward for the remainder of the current Sayward Council's term.

d) Proposed Regular Council Meeting Dates for 2026

i. Report to Council with attachments

Recommended Resolution

THAT Council adopts a Regular Meeting Schedule for 2026.

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

14. Bylaws – None

15. New Business - None

16. Public Question Period (maximum 15 minutes)

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

17. In Camera

Recommended Resolution:

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

1. 90(1)(d) security of the property of the municipality;
2. 90(1)(f) law enforcement, if the council considers that disclosure could reasonably be expected to harm the conduct of an investigation under or enforcement of an enactment;
3. 90(1)(g) litigation or potential litigation affecting the municipality;
4. 90(1)(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
5. 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;

6. 90(1)(l) discussions with municipal officers and employees respecting municipal objectives, measures and progress reports for the purposes of preparing an annual report under section 98 [annual municipal report].

18. Adjournment

a) THAT the Village of Sayward Council adjourns its November 18, 2025 Regular Meeting.

Time: _____ .

VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING MINUTES
November 4, 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 Scott Burchett
Councillor Debbie Coates
Councillor Jason Johnson
Councillor Sue Poulsen (via Teams)

In Attendance: Andrew Young, CAO/CO
Lisa Clark, Chief Financial Officer
Jennifer Redshaw, Office Administrator

1. **Call to Order**
2. **Public Input**
   a) Milena Gradisar of 261 Ambleside Drive expressed concern that her name appears in an affidavit submitted to the BC Supreme Court. Ms. Gradisar provided Council and CAO Young with a copy of her statement and related documents.
3. **Introduction of Late Items - None**
4. **Approval of Agenda**

   MOTION R25/274
   MOVED AND SECONDED
   THAT the agenda for the Regular Meeting of Council for **November 4, 2025**, be approved as presented.

   Opposed Cllr Burchett **CARRIED**

5. **Minutes of Previous Meetings**

   MOTION R25/275
   MOVED AND SECONDED
   THAT the minutes from the **Regular Council Meeting** held on **October 21, 2025**, be adopted as presented.

   Opposed Cllr Burchett **CARRIED**

6. Petitions and Delegations – None

7. Correspondence

a) Comox Strathcona Waste Management (CSWM) report dated June 13, 2025 regarding Solid Waste Management Plan (SWMP) Renewal for Board consideration and approval to proceed with public engagement.

b) Invitation to Local Government officials to register for AVICC Virtual Session: "Cowichan Tribes Case Commentary: A Focused Dialogue for Local Government" that takes place on November 27, 2025.

MOTION R25/276
MOVED AND SECONDED
THAT staff forward the message with live links so Council members can register.
Opposed Cllr Burchett CARRIED

c) AVICC AGM & Convention – Resolutions, Nominations, sessions, and Students

MOTION R25/277
MOVED AND SECONDED
THAT Council defer conversations regarding AVICC attendance; and,

THAT Council directs staff to provide cost information to attend this event per attendee**.** **Opposed Cllr Burchett, Cllr Poulsen CARRIED**

8. Council Reports – None

9. Reports of Committees – None

10. Mayor's Report (see attachments)

a) UBCM - SRD Advocacy Power Infrastructure Upgrades for Houpsitas & Walter's Cove

b) UBCM - SRD Healthcare Workforce Housing Project, and SRD and Partners - Just Like Home Project - housing announcement

c) UBCM - SRD Advocacy Connectivity Cell Coverage for Highways 19 and 28

d) UBCM - SRD Re-evaluation of Served Underserved Areas

e) UBCM - SRD Removal of Payphones in Underserved Areas

f) UBCM - SRD Regional Reconciliation Framework Development

11. Unfinished Business – None

12. Staff Reports

a) Grant in Aid Request – Sayward Seniors Carpet Bowling

MOTION R25/278
MOVED AND SECONDED
THAT Council approves the grant in aid request from Sayward Seniors Carpet Bowling, dated October 5, 2025, as amended.
Opposed Cllr Burchett CARRIED

Amendments included ensuring the group is flexible to change dates should a conflict arise with a paid gymnasium rental, reimbursement for event insurance, and waiving the fob and damage deposit.

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

14. Bylaws – None

15. New Business

a) Village of Sayward Christmas Light Up 2025 and Truck Parade

MOTION R25/279
MOVED AND SECONDED
THAT staff send requests for event support to Sayward Future's Society and Sayward Community Food Table Society.

Opposed Cllr Burchett, Cllr Poulsen CARRIED

MOTION R25/280
MOVED AND SECONDED
THAT staff provide Council with information on what has been spent on decorations and other items to support the annual Christmas light-up event in recent years.

CARRIED

16. Public Question Period

a) Jan Bakker of 200 Kelsey Way observed that acronyms mentioned on the agenda like AVICC and CSWM should have accompanying notes explaining what they are. He also mentioned that the agendas supplied do not include any attachments. Mr. Bakker also inquired if anyone on Council or staff are looking for funds or grants to open up the pool.

17. In Camera – None

18. Adjournment

MOTION R25/281
MOVED AND SECONDED
THAT the Village of Sayward Council adjourns its November 4, 2025 Regular Meeting.

Time and Date: 7:28pm Tuesday, November 4, 2025.

CARRIED

_____ _____

Mayor Corporate Officer

From: CFD Info CFD:EX
To: Sayward Finance-Admin
Subject: E-mail from the Honourable Jodie Wickens, Minister of Children and Family Development
Date: October 31, 2025 11:36:29 AM
Attachments: image001.png

VIA E-MAIL
Ref: 302573

Your Worship Mayor Mark Baker and Council
Sayward
E-mail: village@saywardvalley.ca

Dear Mayor Baker and Council:

As Minister of Children and Family Development, I am honoured to proclaim November as Adoption and Permanency Awareness Month. I invite you to celebrate the families who have welcomed children and youth as permanent members of their family, and I ask that you help promote awareness for children and youth who are still waiting for permanent homes.

Adoption and Permanency Awareness Month is about celebrating the devoted families created when people open their hearts and commit to sharing their lives with a vulnerable child or youth. A permanent family environment provides a solid foundation for lifelong connections to community and culture, opportunities to thrive, and all the support these young people need along the way.

Permanency is transformational for everyone involved. The emotional and social impacts of belonging can last a lifetime. That is why Adoption and Permanency Awareness Month is also about recognizing the children and youth who are still waiting for permanent, stable, and nurturing homes.

I encourage you to share the following resources with your community members who are interested in becoming an adoptive or permanent family in British Columbia:

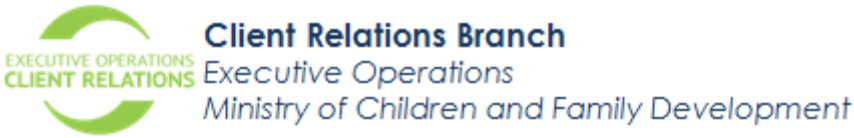
- Adopt BC Kids - an online portal that provides British Columbians wishing to adopt children and youth from foster care with information and guidance through their adoption application.
- The Ways to adopt in British Columbia Website provides information on adoption in British Columbia, such as infant adoption, relative and step-parent adoption, and adopting a child or youth from another country.
- https://belongingnetwork.com (formerly Adoptive Families Association of BC) - provides information and support services for families who wish to adopt now or in the future.
- https://adoption-bc.com - a detailed and comprehensive guide to additional adoption resources.

Please join us in marking November as Adoption and Permanency Awareness Month to recognize all the individuals who have grown their family and their hearts through adoption, and to all those who may do so in the future. On behalf of the Government of British Columbia, thank you for your continued leadership in supporting adoptive families in your community.

Sincerely,

Jodie Wickens
Minister

Sent on behalf of the Minister by:



This communication and any accompanying document is confidential and is intended solely for the addressed recipient(s). If you received this e-mail message in error, please delete the e-mail and any attachments and contact the Client Relations Branch, Ministry of Children and Family Development at: MCF.Info@gov.bc.ca.

From: Email - communications@srd.ca
Subject: NEWS | SRD Launches FireSmart Homeowner Rebate Program for Village of Sayward
Date: November 4, 2025 2:53:34 PM
Attachments: image001.png

SRD NEWS

November 4, 2025 - SRD Launches FireSmart Homeowner Rebate Program for Village of Sayward

(Campbell River, BC) –Strathcona Regional District (SRD) is now offering FireSmart Homeowner Rebates of up to $3,000 to properties located in the Village of Sayward.

FireSmart Rebates must be applied toward improvements and wildfire mitigation efforts within 30-metres of structures and recommended by a FireSmart Home Assessment. As many as 90% of structures damaged or destroyed during a wildfire are ignited by embers. In windy conditions, embers can be blown significant distances and create new fires kilometres away from the original wildfire.

“In 2023, embers from the West Kelowna wildfire blew 2.5 kilometres across Okanagan Lake and ignited multiple new fires on the east side. The lesson is clear: wind-driven embers can travel far and start fires in any community, including ours,” said SRD Chair Mark Baker. “The FireSmart Homeowner Rebate—available for eligible work around your home—gives residents a practical way to take action now.”

A range of mitigation activities may be eligible for FireSmart Rebates within 30-metres of a home, from having gutters cleaned and flammable vegetation removed to upgrading to fire-resistant siding, windows and/or roofing materials.

FireSmart Rebates are available on a first-come, first-served basis, while funding is available through the Community Resiliency Investment FireSmart Community and Funding Supports grant. The rebate is a 50% cost-share. For example, to receive $500, you need to complete $1,000 worth of work; to receive the maximum of $3,000, you need to complete $6,000 or more in mitigation efforts.

FireSmart Homeowner Rebates will also be available for properties in the Electoral Areas A, C and D as well as the Village of Zeballos in 2026. The Regional District will release promotional material about those community rebate programs when they begin.

For more information, please visit www.srd.ca/firesmart-rebate-program or contact Wildfire Risk Reduction Coordinator Kayla Holloway at wrr@srd.ca or 250-914-9234.

-##-

Media Contact:
Shaun Koopman – SRD Manager, Emergency Services 250-830-6702 | skoopman@srd.ca

Strathcona Regional District
Communications Department
T: 250-830-6724 | E: communications@srd.ca

The Strathcona Regional District respectfully acknowledges that our corporate office and Strathcona Gardens Recreation Complex are located on the traditional unceded territory of the Lig̓ɨɬdax̌ᵂ people. We also recognize that we operate within the traditional, treaty and unceded territories of the Ehattesaht / Chinehkint, Homalco, Ka:'yu:'k't'h' / Che: k'tles7et'h', Klahoose, K'ómoks, Kwiakah, Mowachaht / Muchalaht, Nuchatlaht, Tla'amin, Tlowitsis, We Wai Kai and Wei Wai Kum First Nations.

SRD.ca | Facebook | Instagram | YouTube



BRITISH COLUMBIA FireSmart™ | Village of Sayward | Strathcona Regional District

PROTECT YOUR HOME FROM WILDFIRE

VILLAGE OF SAYWARD

FIRESMART REBATE PROGRAM

Limited spots available, applications are first come, first served, so

APPLY TODAY



- Spend at least $500 to get 50% back (up to $3000) for doing FireSmart work on your property
- Schedule a FREE FireSmart Assessment to be eligible to apply. Contact **wrr@srd.ca** or call **250-914-9234.**
- Visit **srd.ca/firesmart-rebate-program** to learn more and to apply today!



Annual Report 2024 / 2025

MANAGED FOREST COUNCIL

October 31, 2025

Minister of Forests
PO Box 9049, Stn. Prov. Govt
Victoria, BC V8W 9E2

Dear Minister Parmar:

With pleasure, I submit the Managed Forest Council's Annual Report for 2024 / 2025. The report includes a summary of statutory requirements as prescribed in Section 10(2) of the *Private Managed Forest Land Act,* as well as an overview of Council's key activities and achievements for the year.

In 2024, there were 287 private managed forests in British Columbia, encompassing 803,875 hectares. 3.85 million m^3 of timber were harvested on managed forest land, representing approximately 9.9% of the total provincial timber harvest. Managed Forests are located mainly on Vancouver Island, the southern mainland Coast, in the Kootenays and the Okanagan-Shuswap.

Some highlights from 2024 / 2025 are:

- Proposed amendments to the *Private Managed Forest Land Act*
- Maintained active engagement with the Ministry on forest carbon policy
- Represented Council at the FPBC, UBCM, AVICC, and PFLA conventions
- Welcomed a new Council member appointee
- Processed eight applications for new managed forests
- Conducted 60 inspections of managed forests throughout BC, which achieved 100% owner compliance rate, and followed up on previous inspection outcomes
- Monitored and tracked owner activity including:
    - 11,000 hectares harvested
    - 7,280 hectares restocked
    - 10,100 hectares successfully regenerated

Sincerely,

Trevor Swan, RPF, C Dir
Chair

211 - 2840 Peatt Rd., Victoria, BC V8B 3V4
Telephone: 250-386-5737 **Online**: www.MFCouncil.ca

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Managed forest owners reported 10,100 hectares of successfully regenerated harvest areas in 2024 / 2025

What We Do

The Private Managed Forest Land Council is an independent agency established under the *Private Managed Forest Land Act* (Act) that was fully implemented in August 2004. Since 2014 the Private Managed Forest Land Council is known by its working name, the Managed Forest Council (Council).

The objective of Council is to encourage forest management practices on private managed forest land considering the social, environmental, and economic benefits of those practices. Council administers the Managed Forest Program, including the monitoring of forest practices and protection of key environmental values on private managed forest land as established by regulation.

Participation in the program by private landowners is voluntary. The Managed Forest Program is 100% funded by fees levied on the program participants.

Key environmental values are:

Soil conservation: to protect soil productivity

Water quality: to protect human drinking water

Fish habitat: to retain sufficient streamside mature trees and understory vegetation both during and after harvesting to protect fish habitat

Critical wildlife habitat: to facilitate the long-term protection of that habitat

Reforestation: to promptly regenerate disturbed areas with a healthy commercially valuable stand of trees that are not impeded by vegetative competition



Managed forest owners harvested 3.85 million cubic metres in 2024/2025, including volume from partial cutting systems - such as this harvest block on the coast

Function of Council

Council is responsible for the administration of private managed forest land legislation. This includes four broad functions:

1. Carry out strategic planning, reporting and program administration
2. Establish and monitor forest practice standards
3. Enforce standards and perform audits and inspections
4. Review landowner applications to enter managed forest land class

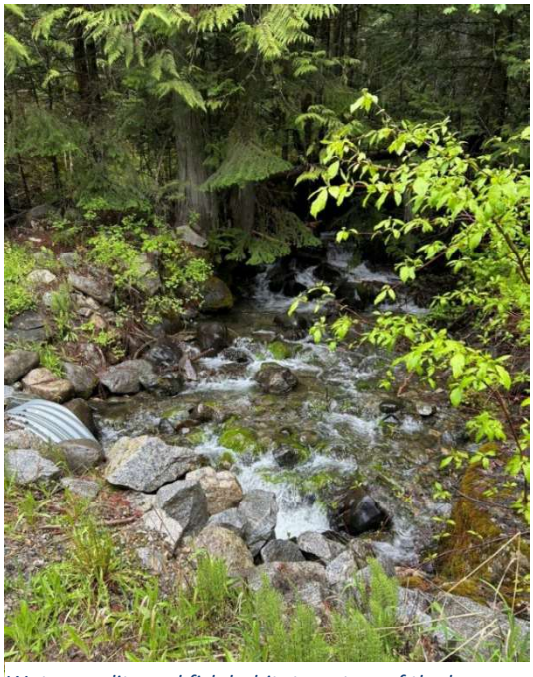
This Annual Report covers the period April 1, 2024 to March 31, 2025. It includes information Council considers relevant to fulfilling its mandate and executing its powers, duties and functions under the Act.

2024 / 2025 Council

Council is comprised of representatives from government and managed forest landowners:

- a chair who is jointly appointed by the four members of Council for a three-year term
- two owner members elected for a three-year term by the private managed forest landowners
- two members appointed by the Minister of Forests

Council members report annually on their compliance with Council Standards for Conduct. For the 2024/2025 reporting period, all council members declared they abided by the Standards for Conduct as outlined in Council's Governance Policy Section III G.



Water quality and fish habitat are two of the key environmental values protected by Council regulation

Council:

(profiles available at: www.mfcouncil.ca/about/who-we-are/)

Chair:

Trevor Swan

Owner Elected Members:

Will Pryhitko, MF 38

Blair Robertson, MF 177

Government Appointees:

Brian Frenkel

Dennis Lozinsky (until Aug 31 2024)

Ione Brown (as of Sept 1 2024)

Executive Director:

Ann Donaldson

Council Activity

Program Administration

Financials

2024 / 2025 Operations	
Revenues	$574,816
Expenditures	$420,319
Excess revenues over expenditures	$154,497
Expense change over 2023-24	29.5% ↓
Net assets at year end	$229,334

Revenue Sources	
Administrative Fees	= $250 general fee + $0.3882/ $1000 Bare Land Value Total: $563,300
Interest Income	$11,516
Revenue change over 2023-24	26.6% ↑

- Decrease in expenses is related primarily to lower investigation expenditures and inspection efficiencies.
- Grant Thornton LLP, an independent third-party accounting and auditing firm, conducted a Review Engagement of the 2023 fiscal year financial statements. Council accepted this Review in September 2024.

Management Commitments & Amendments

- Council receives management commitments from new applicants and from purchasers of existing managed forest land. Management commitments are evaluated and accepted within established time frames.
- Throughout the year, managed forest owners may submit management commitment amendments to add or remove land, revise forest management strategies, or update forest inventory. Amendments are processed in a timely manner to facilitate landowner planning and operations.



Interior mixed age stand shows many years of forest management activity

2024 / 2025 Performance Measures

Council reports on performance measures outlined in its annual Corporate Plan. These measures are established to assess progress toward achieving corporate goals and fulfilling Council's mandate.

Performance Measure # 1: Program Entry

Performance Measure	2024 / 2025 Target	2024 / 2025 Result
Days to process management commitment applications	30	Achieved

Discussion: Timely decision-making results in efficiencies for both Council and landowners. Council has reduced processing times by strengthening communication with new applicants and the professionals managing their applications.

Performance Measure # 2: Inspections

Performance Measure	2024 / 2025 Target	2024 / 2025 Result
% of managed forests inspected within past 5 years	95	Achieved

Discussion: Council staff and contract inspectors conducted 60 managed forest inspections across the province, achieving a 99% compliance rate with this performance measure. Minor variation in scheduling occurs to accommodate geographic locations and efficiencies.

Performance Measure # 3: Training

Performance Measure	2024 / 2025 Target	2024 / 2025 Result
Training events per Council member	2	Achieved

Discussion: Training is carried out for Council and staff to stay informed with respect to administrative law, compliance and enforcement, and evolving issues. Training included presentations and participation at local government conventions and the Forest Professionals BC conference, BC Council of Administrative Tribunals continuing education, and a field tour to view recent forest operational planning and activity.

Performance Measure # 4: Meeting Attendance

Performance Measure	2024 / 2025 Target	2024 / 2025 Result
% meeting attendance	90	Achieved

Discussion: Regular attendance at Council meetings supports effective achievement of Council's statutory mandate. Council generally holds one regular business meeting per month. Twelve meetings were held in 2024-25, with overall attendance exceeding 90%.

Performance Measure # 5: Stakeholder Engagements

Performance Measure	2024 / 2025 Target	2024 / 2025 Result
# of stakeholder engagements	10	Achieved

Discussion: Stakeholder engagement is a key component of Council's ongoing communication strategy. Sixteen engagements were carried out with various stakeholders during the 2024 fiscal year.

Strategic Initiatives

Risk Assessment Review - Ongoing

Risk assessment evaluates the potential for forest management activities to negatively impact key environmental values and the potential consequences if such impacts occur.

The annual inspection program includes ongoing risk assessment where an owner is carrying out, or plans to carry out, forest activities including harvesting, road building, and road deactivation, or has significant road maintenance and reforestation obligations. Inspectors document the tools used by owners to assess risk, the assessments owners carry out prior to initiating operations, and use of qualified professionals to plan, carry out, and supervise forest activity. Results guide the frequency of future inspections, owner communication, and potential policy initiatives.

Communication Strategy

Council engages with stakeholders to increase their understanding of the private managed forest land legislative framework and Council's regulatory role, to promote open communication, and to address stakeholder concerns.

Engagements included participation at local government conventions, regular meetings with the Private Forest Landowners Association and Ministry of Forests, and ongoing collaboration with BC Assessment. Council has an inquiry and complaints process that ensures timely communication with stakeholders, including the public, who express concerns about activity on private managed forest land.

Potential Legislative Amendment

Council identified potential amendments to the Private Managed Forest Land Act and engaged with stakeholders including the Ministry of Forests and the Private Forest Landowners Association. Council continues to work to advance the potential amendments.

Council's objective is to encourage forest management practices on private managed forest land, considering the social, environmental and economic benefits of those practices.

Compliance Reporting

Inspections

- The Private Managed Forest Land Council Regulation (Council Regulation) sets clear requirements for owners, contractors, employees and agents to support the management objectives in the Act for soil conservation, water quality, fish habitat, reforestation, and critical wildlife habitat.
- Council's annual Inspection Program is an important component of Council's function to monitor and enforce forest practice standards. Council has a policy to inspect all managed forests at least once every five years. The inspections are carried out by registered forest professionals.
- Of the 60 managed forests inspected in 2024 / 2025, 15 were located in the interior and 45 on the coast. The inspections covered a mix of small, medium, and large managed forests.
- Inspections include discussions with the owners regarding their recent forest management activities and practices, program requirements, and any concerns they may have. Inspections focused on recent harvesting, protection of water quality and fish habitat, practices related to newly constructed, maintained or deactivated roads, and the regeneration status of both older and more recent cutblocks.
- The 2024 / 2025 inspection program indicated that owners are managing their land in accordance with Council Regulation. No potential compliance issues were identified with the regulatory requirements.

Investigations and Compliance Mechanisms

- Council investigates potential contraventions of the Council Regulation based on public or other stakeholder inquiries, inspection findings, or information provided in owners' mandatory reporting of landslides or debris flows.
- The Act establishes mechanisms to ensure compliance with regulatory requirements. The main mechanisms are consent agreements, administrative contravention determinations, stop work orders and offences.
- One investigation was completed in 2024 / 2025, initiated in 2023 following an inspection finding. The investigation concluded with Council entering into a consent agreement with the owner regarding a harvest area that was not restocked within the required five-year period.



Inspectors assess owners' reforestation obligations as set out in the Council Regulation. It is rare to find non-compliance with these obligations.

MF Program Summary

Section 10(2) of the Act requires Council to report on managed forest owner and administrative penalty data. The data for 2024 / 2025 is reported in the following table.

SECTION	DESCRIPTION	NUMBER	COMMENT
a)	Number of owners subject to the Act	287 281	As of April 1, 2024 As of March 31, 2025
b)	Number of hectares subject to the Act	803,875 805,338	As of April 1, 2024 As of March 31, 2025
c)	Number of management commitments withdrawn	4	
d)	Number and nature of inspections performed	60	Routine inspections
e)	Number and nature of consent agreements	3 1	Failure to provide Notice of Sale Failure to restock within 5 years
f)	Amount of penalties collected and owing	$8,000	
g)	Number and nature of remediation orders made	0	
h)	Number and nature of stop work orders made	0	
i)	New regulations enacted by Council	0	

Owner Annual Declarations Summary

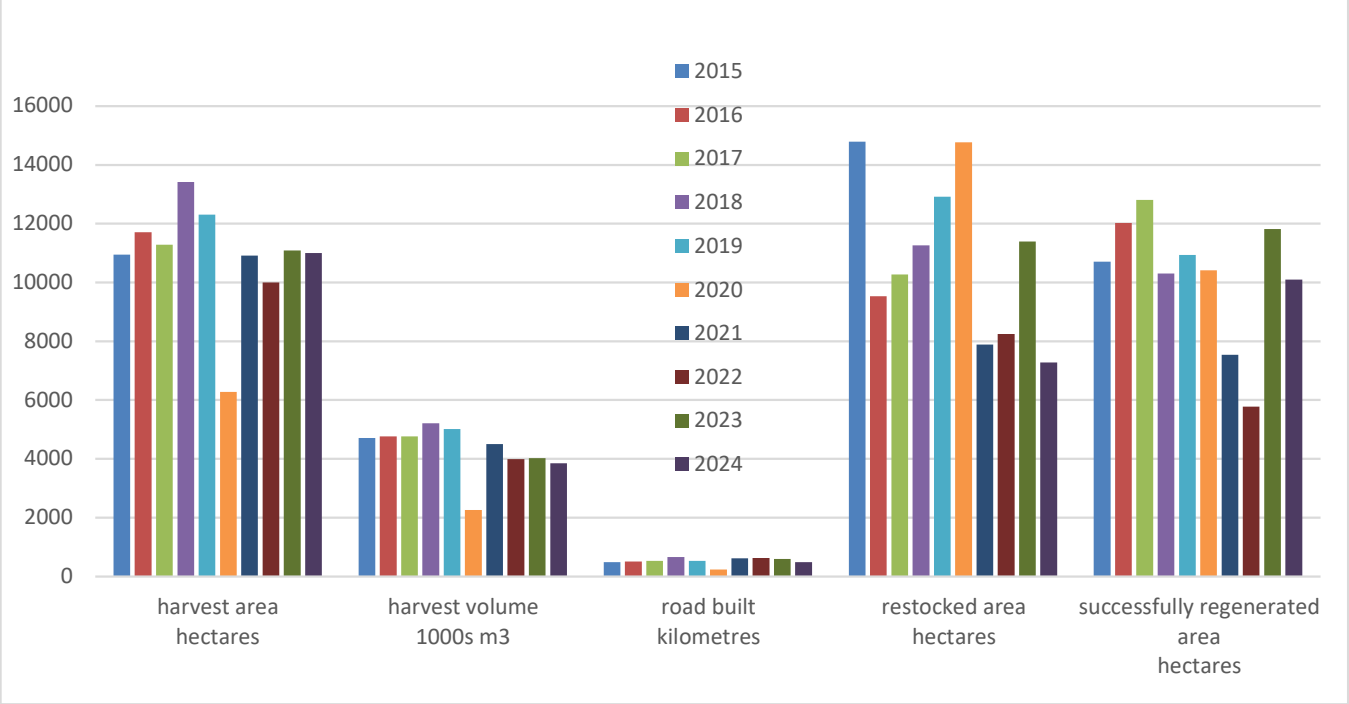
By May 1 of each year, owners of private managed forest land are required to submit to Council a declaration of the operations completed in the previous reporting period. The 2024 / 2025 reported activity is as follows:

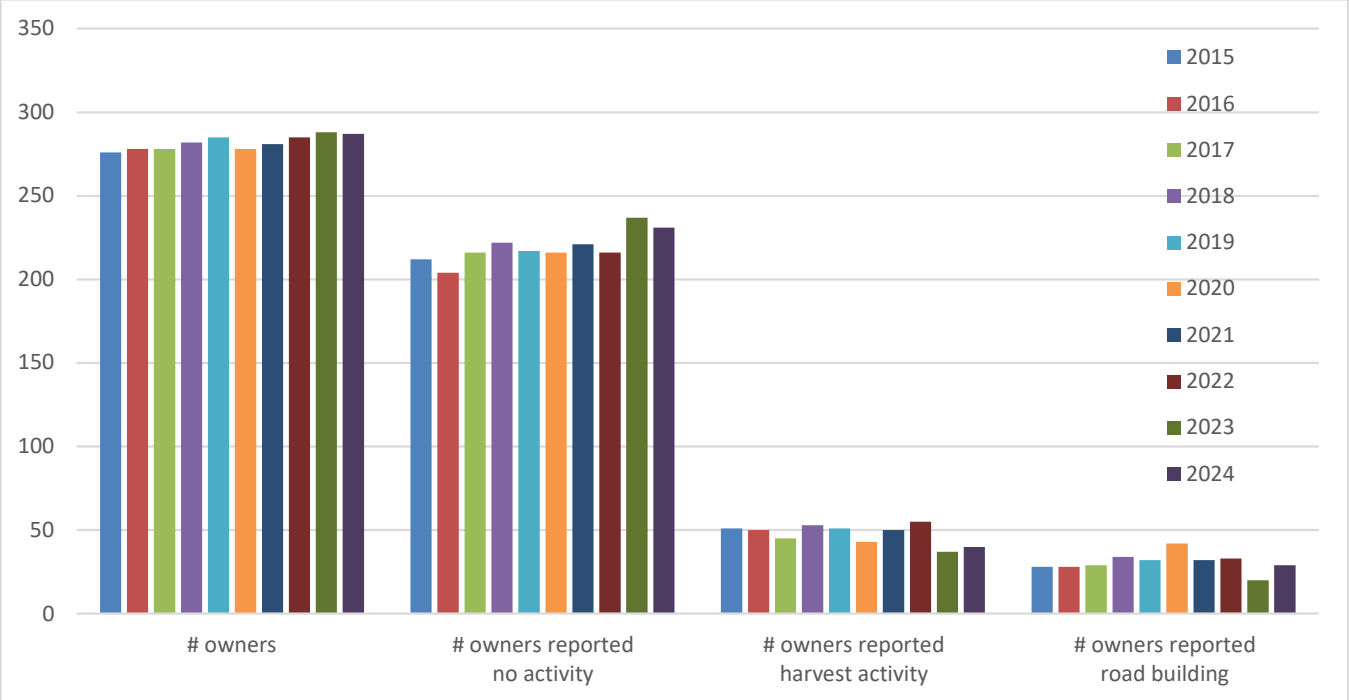
	Total # Owners	No Activity	Harvest Activity	Destroyed Timber	Road Construction	Road Deactivation	Reforestation	
							Restocked	Successfully Regenerated
Coast Jan 1- Dec 31	211	171 owners	28 owners 9116 ha 3,545,367 m^3	2 owners 5 ha	21 owners 446 km	5 owners 108 km	19 owners 6,873 ha	17 owners 9,420 ha
Interior Apr 1 - Mar 31	76	59 owners	12 owners 1,890 ha 306,711 m^3	3 owners 16 ha	8 owners 37 km	2 owners 10 km	7 owners 408 ha	8 owners 681 ha
TOTAL	287*	230 owners	40 owners 11,006 ha 3,852,078 m^3	5 owners 21 ha**	29 owners 483 km	7 owners 118 km	26 owners 7,281 ha	25 owners 10,101 ha

* Total number of owners does not equal the sum of no activity owners and owners reporting activity due to differing combinations of activities by some owners.

** 50% of destroyed timber was caused by fire; the remainder was due to pests, disease, blowdown and site rehabilitation

Annual Activity Level Comparison 2015 – 2024







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PRELIMINARY FINDINGS ON PROPOSED CHANGES TO THE *HERITAGE CONSERVATION ACT*

November 5, 2025

Note to the reader: This interim report will be combined with feedback received during webinars with UBCM members on November 7, 2025. A final report will shared with the Province on November 14, 2025 and published on www.ubcm.ca.

Executive Summary

This report consolidates feedback from a survey and outreach strategy to CAOs – or their designated technical staff – of UBCM member local governments and First Nations. The survey asked senior and technical staff to consider 50+ changes to the *Heritage Conservation Act* (HCA) as proposed by the provincial Ministry of Forests. For each proposed change, respondents assessed its potential impacts on local government and First Nation administration and operations, as well as broader implications on infrastructure projects, housing and other development, residents and the business community.

Respondents expressed broad conceptual support for reconciliation, the involvement of Indigenous leadership in the development process and modernization of the *Act*.

Specifically, the results show strong support for:

- Faster and potentially simplified permitting process,
- Specific policies and flexibility in addressing disaster recovery situations,
- Stronger role for First Nations in heritage protection and enforcement, and
- Broadening the effort to protect heritage resources.

However, there is near unanimous concern that the proposed changes are rushed, policies are underdeveloped and future implementation processes potentially unfunded. Local governments expressed deep concerns about financial burdens, private and public project delays and the potential for negative public reactions regarding the impacts of the proposed changes on private property rights. They also identified risks of increased costs, administrative burdens, legal uncertainty and inconsistent regional implementation.

CAOs and technical staff overwhelmingly support a “pause” to allow for a broad based and meaningful planning process. This would make possible:

- Co-development of policies that takes into consideration the realities of operating local governments and First Nation governments side by side,
- Adequate resourcing from local and First Nation governments, and
- A strategy for a phased implementation.

It is important to note that First Nations members expressed deep concern that UBCM member engagement on proposed changes to the HCA could come across as broad opposition and derail progress towards modernizing the HCA.

In their comments on the survey, CAOs and technical staff suggested that the provincial government could take the following actions:

- Co-design reforms with First Nations, local governments and archaeology professionals,
- Fund and staff implementation at all levels, both within the provincial government and through the provision of funding to First Nations and local governments,
- Clarify legal and procedural questions before legislating, and
- Pilot new mechanisms – such as Heritage Management Plans and enforcement models – before full rollout.

Without these measures, respondents warn the reforms could increase confusion, delay projects and erode trust, undermining both reconciliation and effective heritage stewardship.

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Background

The *Heritage Conservation Act* was adopted in 1996. In 2019, the legislature unanimously adopted the *Declaration on the Rights of Indigenous Peoples Act* (DRIPA, or the Declaration Act). This made BC the first jurisdiction in Canada to adopt the United Nations *Declaration on the Rights of Indigenous Peoples* (UN Declaration) as a framework for reconciliation. Section 3 of the Declaration Act in part mandates the Province to bring all provincial legislation into alignment with the principles of the UN Declaration.

First Nations, local governments and key stakeholder groups have raised concerns about the implementation of the HCA. In response, the Province undertook an initiative to update the HCA in 2021.

The first two phases of the Heritage Conservation Act Transformation Project (HCATP) involved engagement with local governments, First Nations and industry on areas of the HCA that needed improvement or change. Phase 1 took place in the summer and fall of 2022, and Phase 2 in fall 2023. Following Phases 1 and 2, the Province formed a Joint Working Group on First Nations Heritage Conservation, which included members appointed by the First Nations Leadership Council working alongside provincial staff. This group worked to identify potential changes to be incorporated in legislative amendments to the current HCA.

Initially, the Province shared a Primer on proposed changes to the HCA with local governments in August of 2025, offering a webinar for local governments on August 8, with a deadline of October 1, 2025 for final comments from local governments, industry and the public. UBCM understood that the intent was to obtain local government and other stakeholder feedback and then table legislation for adoption in spring 2026. In September 2025 during the UBCM Annual Convention, the Province extended the deadline to November 14 to allow for more comprehensive engagement with UBCM members.

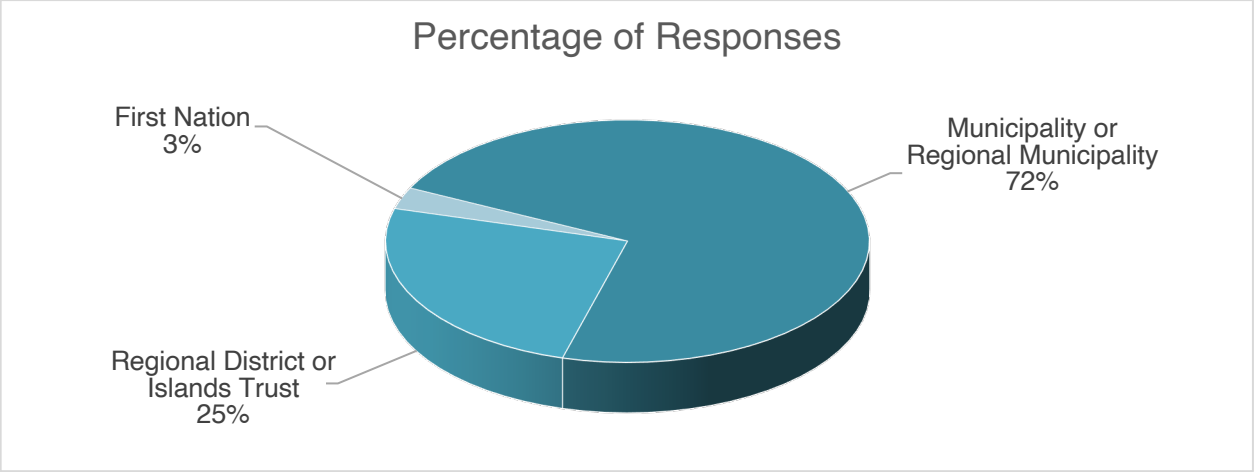
UBCM Member Engagement

The process to obtain more comprehensive input from UBCM members includes a confidential survey of CAOs of local governments and UBCM member First Nations; a webinar for elected officials from First Nations members; and a separate webinar for all UBCM members, both local government and First Nations. Consultant Randy Diehl conducted outreach to encourage CAOs to complete the survey and seek in-depth feedback via targeted interviews with CAOs.

UBCM will incorporate the feedback from all aspects of the member engagement process – survey responses, CAO interviews, webinar comments and discussion, and written submissions from members – into an official submission on November 14 to the Province on behalf of UBCM members.

UBCM is comprised of 189 local government members and 13 First Nation members. The survey received responses from 66 local governments (35%) and two First Nations (15%). The outreach program connected via email with 150 CAOs and conducted 15 in-depth interviews. The response rate as a percentage of total local governments and First Nations members reflects good regional and CAO representation.

Type of local government or First Nation as a percentage of responses



Current Legislative Framework

The Primer released by the Ministry of Forests, as well as comments from CAOs and technical staff responding to the survey, identifies a range of challenges with the current HCA legislative framework.

- The permitting process requires three permits from the Province, the process of which is time-consuming and costly for provincial staff and proponents.
- Not all local governments wait for permits under the HCA prior to issuing a building permit or approving a subdivision.
- There are no requirements for local government to prepare Heritage Conservation Plans which would proactively identify critical heritage values within the community.

- There is a lack of clarity on what constitutes a low impact site versus a high impact site. Consequently, there is wasted resources studying situations that have little or no value.
- There are no emergency provisions to override the HCA quickly and effectively for areas that have been severely impacted by catastrophic events.
- There is no clear direction on what constitutes a large versus a small project, and consequently, how to mitigate the site for heritage protection.
- Local governments have experienced significant costs and delays in the issuance of permits for infrastructure projects and housing.
- The Act governing the archaeology profession does not acknowledge or allow for less qualified junior and knowledgeable Indigenous members to work on smaller or less complicated sites.
- The process to identify and quantify intangible sites is ambiguous and requires clear direction.
- Fines for impacting heritage sites or disregarding permit conditions are minimal and lack deterrent value.
- First Nations have limited authority in managing and protecting heritage resources.
- Confusing due to unclear overlaps between local, provincial and Indigenous responsibilities.
- Inequitable, with smaller or rural municipalities bearing disproportionate burdens.
- Lack of communication from the Archaeology Branch.
- Poor data sharing and accountability among consultants.

Key Findings from Survey

1. General Support for Modernization and Reconciliation

Respondents widely agree that the current HCA is outdated and fails to reflect Indigenous values or provide consistent protection. The proposed reforms are seen as a positive opportunity to embed reconciliation, modern governance and proactive planning. Supportive feedback emphasizes:

- Recognition of First Nations' cultural authority and rights to protect heritage,
- Alignment of the HCA with UN Declaration and DRIPA principles, and
- The need for shared decision-making frameworks that respect Indigenous law.

However, even those supportive of reform stress that support is conditional on:

- Adequate funding and staff capacity for implementation,
- Clear legal definitions and consistent procedures, and
- Co-designed processes developed with both First Nations and local governments.

2. Intangible Heritage Values

The protection of Intangible Heritage Values is embodied in the general language of the current HCA, however, it is not widely understood or utilized. Proposed changes seek to elevate the importance of this heritage value but there is a lack of clarity regarding how this will be done. The proposed changes stipulate that recognition of intangible heritage values will not impact development projects, but there is no clear path on how this will be so. Many respondents advocate either that it be struck in its entirety or more clearly defined.

3. Competing Societal Values

Except in the case of disaster relief, other competing societal needs are not considered. Specifically, heritage values versus infrastructure maintenance, building affordable housing – or meeting provincially mandated housing targets. In many cases under the current HCA, local governments experienced significant and costly delays for sites that in the final determination did not contain heritage artifacts.

4. Unfair Application of Regulations

Federal and reserve lands are not subject to the same requirements under the HCA as provincial crown and privately held land. This is viewed as being unfair and not conducive to a goal of protecting heritage values on all lands in BC.

5. Concerns with the Provincial Consultation Process

Most submissions describe the provincial consultation process as vague, rushed and overly complex. They report being unable to give informed input due to:

- Limited information about specific legislative changes,
- Lack of plain-language explanations and real-world examples, and
- Over 50 proposed amendments presented without clear prioritization.

Respondents urge the Province to pause the legislative timeline, provide draft language for review and hold direct region by region engagement sessions with local governments, First Nations and industry before drafting new legislation.

6. Roles, Jurisdiction and Governance

Unclear Division of Responsibilities

The most consistent concern noted in the survey is ambiguity over roles between the Province, First Nations and local governments. Local government respondents emphasize:

- They have no constitutional authority to consult or accommodate under Section 35 of the *Constitution Act*,
- They must not be placed “in the middle” of Crown-First Nation relationships, and
- The province must remain the primary regulatory authority and fund consultation processes.

Shared Decision-Making and Indigenous Authority

Respondents are divided:

- Many support shared governance and Indigenous-led protection frameworks.
- Others worry that expanding First Nations’ authority, particularly over private or local government lands, could lead to jurisdictional conflict, legal challenges, or duplicated permitting.

Stakeholders recommend that shared decision-making should initially apply only to Crown lands, and evolve over time through co-developed agreements and pilot projects.

Overlapping Territorial Claims

There is no guidance on addressing overlapping territorial claims, which introduces the risk of regulatory fragmentation and uncertainty. Local governments, developers and private property owners should not be responsible for resolving jurisdictional differences between First Nations. The Act should set out conflict resolution protocols for overlapping claims.

7. Capacity, Resourcing and Staffing

All groups identify capacity constraints as a major barrier to successful reform.

- Provincial staff shortages within the Archaeology Branch have already caused severe backlogs.
- There are too few qualified archaeologists, which causes escalating costs and long delays of 9 months to 2 years.
- First Nations and local governments lack funding and expertise to manage new responsibilities.

Respondents call for dedicated provincial funding, training programs and shared data systems to support local and Indigenous participation. Without this, they warn that the new system will fail operationally and there will be an increase in costs and more processing delays.

8. Costs, Delays and Economic Impacts

Respondents stress that the current HCA system already causes major project delays and financial strain, particularly for housing, infrastructure and emergency repairs. They warn that reforms could worsen bottlenecks without major investment in staff and process streamlining. Key concerns include:

- Longer permitting times due to added consultation steps,
- Higher costs from mandatory archaeological studies, and
- Potential impacts on housing affordability and infrastructure delivery.

Many local government respondents propose target timelines for permit modifications (e.g., 30 days) and emergency exemptions to avoid project paralysis.

9. Heritage Management Tools

Remote Access Archaeological Data (RAAD)

RAAD mapping is not accurate and needs significant updating. Reliance on the mapping may negatively impact private property values and local government land even though there may not be any inherent heritage value on the land. The RAAD mapping system needs significant updating.

Heritage Management Plans (HMPs)

Respondents see value in HMPs as proactive, co-designed tools for protecting heritage and improving predictability. However, they caution that the proposal is conceptually sound, but its implementation is not clearly set out. Key concerns include:

- Undefined scope (project vs. area-based; Crown vs. private land),
- Unclear legal status (guidance vs. binding authority), and
- Cost and capacity impacts on smaller local governments and First Nations.

Respondents recommend pilot projects, provincial funding and integrated planning guidance to test the approach before mandating HMPs.

Heritage Management Zones

Support exists for integrating Indigenous cultural landscapes into planning, but respondents recommend that zones:

- Be co-developed, not imposed,
- Align with existing planning frameworks (e.g., Official Community Plans),
- Include clear criteria and funding to prevent duplication or conflict, and
- Include funding to update heritage mapping.

10. Compliance and Enforcement

First Nations' Role in Enforcement

There is general agreement that First Nations should have a stronger role in heritage monitoring, compliance and enforcement, recognizing their cultural authority and land-based presence. However, respondents wonder whether there could be legal and practical risks:

- Would there be a conflict of interest if First Nations enforce HCA requirements on their own cultural heritage sites?
- The proposed changes do not outline mechanisms to ensure neutrality and consistency across jurisdictions, and
- Unclear powers, such as entry rights or authority over private land.

Respondents support a model where the Province retains oversight and delegates enforcement selectively through formal agreements with trained First Nations that have developed compliance and enforcement capacity within their organizations.

Fines and Monetary Penalties

Respondents support higher penalties to deter violations as an alternative to the current court order process, but warn of:

- Inconsistency and potential bias if fines are locally administered and become a local revenue source, and
- Unclear collection and appeals processes.

Recommendations from respondents include a provincially managed penalty framework, standardized training and transparent appeals procedures.

11. Education, Communication and Transparency

Respondents emphasize the need for:

- Public education on heritage responsibilities,
- Training for local and Indigenous governments on new processes, and
- Accessible data and transparent permitting systems (e.g., integrated with LTSA or registry tools).

Better communication is seen as essential to reduce misunderstandings, improve compliance and support reconciliation.

Summary of Respondent Recommendations

Theme	Key Recommendations
Consultation & Process	– Pause legislative drafting – Co-develop detailed materials – Provide draft text for review – Hold regional engagement sessions
Resourcing & Capacity	– Fund provincial and local staff – Create Indigenous and municipal training programs – Expand archaeologist workforce – Address conflict of interest in contract awarding
Governance Clarity	– Retain provincial oversight – Define roles clearly – Formalize shared decision-making through agreements
Permitting & Efficiency	– Streamline and digitize processes – Enforce target timelines – Enable emergency exemptions
Heritage Management Plans	– Pilot co-developed plans – Integrate with land-use frameworks – Provide financial support – Update Heritage mapping
Compliance & Enforcement	– Establish standardized procedures, appeals and training – Avoid financial conflicts – Maintain provincial consistency – Apply regulations to federal and reserve lands
Public Communication	– Launch awareness campaigns – Publish plain-language resources – Improve data transparency
Integration & Alignment	– Align HCA with LGA, Emergency Management and Housing Acts – Clarify legal definitions and responsibilities – Consider trade-offs with other critical societal values (e.g., housing & infrastructure)

Intended outcomes

On this page:

- What the Heritage Conservation Act update is about
- Faster and easier permitting
- Quicker disaster recovery
- Better heritage protection
- Stronger First Nations role in the management of their cultural heritage
- Greater transparency and information access

For more information on commonly asked questions, please visit the FAQs.

What the Heritage Conservation Act update is about

The Heritage Conservation Act (HCA) encourages and enables the protection and conservation of sites with historical, cultural and/or archaeological value in B.C. These sites hold physical evidence of how and where people lived. Many of these sites in B.C. are culturally sensitive, contain ancestral remains, and have important sacred and spiritual value to First Nations in B.C. Altering these protected sites without a permit is prohibited under the Act. Learn more about these permits.

Significant changes have not been made to the HCA since 1996. This project aims to update the HCA to address concerns that have been raised for a long time, including:

- Making permitting faster and easier, to avoid waiting for multiple permits and

navigating unclear rules and processes
- Helping people and communities rebuild quicker after disasters such as wildfires and floods
- Protecting heritage more effectively, reducing the risk of accidental damage to sacred or other significant sites
- Strengthening the role of First Nations in decision-making about their own heritage and ancestors, in alignment with the Declaration Act
- Increasing transparency and access to information (including making it easier to find out if there is a protected site on your property) to support planning and development decisions

The Joint Working Group on First Nations Heritage Conservation (JWGFNHC), which includes members appointed by the First Nations Leadership Council (FNLC) and the Provincial government, has been leading the HCA transformation process. The JWGFNHC serves as a forum for collaboration between the Province and FNLC on heritage matters.

Intended outcomes of proposed changes to the Heritage Conservation Act include:

Faster and easier permitting

What is the goal: reduce wait times and simplify the process to get a permit under the Heritage Conservation Act.

Some of the ways we will be achieving this goal:

- **Replace 3-permit system with a single project-based permit**
  - **What does this mean?** Currently, development can require up to three separate permits, leading to long delays and high costs. The proposed changes would replace this with one project-based permit that maintains consultation with First Nations at key stages and, in many cases, would proceed through HCA processes twice as fast.
- **Create a regulation-making authority to allow for modified permitting requirements for specific or specified circumstances**
  - **What does this mean?** Currently, the HCA does not allow much flexibility to vary

permit requirements in certain circumstances. The proposed changes would establish a regulatory authority with the power to create modified permitting requirements for specific situations. Modified permitting requirements could look like reduced archaeological requirements under a permit (reducing costs and timelines) for low-impact activities like building on top of imported fill, small-scale developments, rebuilding projects that stay within existing footprints, or cases where First Nations request alternative permitting processes. It would only be utilized in circumstances where damage or the risk of damage to heritage sites is minimal.

- **Create specialized permits for disasters, research and conservation, and sector-based, multi-project permits**
  - **What does this mean?** Currently, HCA permits do not distinguish between different types of projects. Whether someone is applying for a permit for a large development project, a university is applying for a research permit or a First Nation is applying for a permit to do cultural work, they all fall under the same permit application process. These changes would create several different types of permits that are better suited to the needs of each project type.

- **Earlier engagement between First Nations and project proponents on heritage**
  - **What does this mean?** The proposed changes create a requirement for a record of engagement to be included with permit applications (even if no engagement has taken place). Many proponents (e.g. permit applicants and developers) engage with First Nations prior to submitting an application and may agree on measures or accommodations to reduce impacts to First Nations interests in relation to heritage. This might include revising development location or building methods to minimize impacts to heritage or agreeing on the scope of archaeological work or involvement of First Nations in the project. This new step for proponents in the application process encourages developers to conduct and document early engagement with First Nations, which may streamline the Province's consultation process and lead to quicker HCA permit decisions.

- **Greater regulation of the archaeology profession**
  - **What does this mean?** Currently the archaeology profession in B.C. does not have a formal regulating body. The proposed changes will improve regulatory oversight and establish a clear, consistent, accountable and culturally responsive regulatory framework for the archaeology sector. More work and engagement will be necessary to complete this change.

Quicker disaster recovery

What is the goal: Allow for flexibility in permitting during disaster situations

Some of the ways we will be achieving this goal:

- **Create streamlined disaster permits for rebuilding after wildfires, floods and other disasters**
  - **What does this mean?** Currently, communities affected by disasters sometimes face lengthy processes under the HCA for rebuilding. The proposed changes would create a new and faster permit for disaster situations which would allow people to rebuild quicker after experiencing a disaster.
- **Allow for flexibility in permitting structure during disaster and emergency situations**
  - **What does this mean?** Currently, communities affected by disasters sometimes face lengthy processes under the HCA for rebuilding. Currently, the HCA does not allow much flexibility to vary permit requirements in certain circumstances. The proposed changes would increase flexibility to adapt to the needs of each disaster or emergency scenario, including allowing certain urgent emergency work to take place without a permit (to address imminent threat to life or public health). In some situations, this may lead to reduced heritage protection and/or archaeological work. An example might be when a sewer line bursts within a heritage site and emergency repairs need to take place before a permit can be issued.

Better heritage protection

What is the goal: Greater protection of First Nations' heritage

Some of the ways we will be achieving this goal:

- **Broaden heritage definition to include Indigenous values and intangible heritage**
  - **What does this mean?** Currently definitions related to heritage in the HCA are limited and do not include Indigenous values and intangible heritage. The

proposed changes could enhance definitions to reflect a broader range of values such as intangible heritage, oral histories, cultural landscapes, language, place names, spiritual sites, and cultural traditions. This would not change what is automatically protected under the HCA, but would allow for recognition of a broader range of heritage sites and cultural practices under the HCA.

- **Create clearer and easier pathways for recognizing and protecting a broader spectrum of cultural heritage sites**
  - **What does this mean?** Currently the HCA provides automatic protection for a range of heritage sites, including ancestral remains, burial places, rock art and sites of human habitation or use prior to 1846 (note: automatic protection means these sites are protected if/where they are present, whether they are known or as-yet unrecorded). The proposed changes would clarify protections for certain types of heritage, such as culturally modified trees and heritage shipwrecks/aircrafts. The changes would also create a streamlined process for communities, such as First Nations and cultural groups in B.C, to seek recognition and/or protection for sites that do not meet the automatic protection criteria, without automatically encumbering more land from development. Changes to the HCA would make it easier for significant cultural places and cultural practices to be officially recognized, celebrated and promoted in B.C. This will include the recognition of fossils, which are not currently reflected in the HCA.

What is the goal: Strengthening the compliance and enforcement toolkit

Some of the ways we will be achieving this goal:

- **Create violation tickets and administrative penalties for contraventions to the HCA**
  - **What does this mean?** Currently, enforcement of heritage site protections is limited to compliance notices (written warnings), stop work orders and formal court prosecution, which can be costly and time-consuming. The proposed changes would add new compliance tools, including violation tickets and administrative penalties that would provide alternate tools to better address the severity and variety of offences.

- **Implement a duty to report heritage finds**
  - **What does this mean?** The proposed changes include a requirement for

individuals to report newly discovered or suspected heritage sites and objects. This new requirement would improve the Provincial record of heritage sites and inform development planning and other land use decisions, reducing surprises. An example of this could be finding a projectile point, stone tool, or other cultural object while gardening or on a trail.

- **Prohibit the possession, sale and trade of protected heritage objects**
  - **What does this mean?** Currently it is not an offence under the HCA to possess, sell privately or trade protected heritage objects. This could include ancestral remains or stone tools taken from a heritage site. The proposed changes would make these activities an offence that could be subject to penalty. More work is required to determine how this will be implemented and will consider things such as possible fines and a penalty-free forfeiture process.

Stronger First Nations role in the management of their cultural heritage

What is the goal: First Nations rights, authority and jurisdiction over their cultural and heritage sites is recognized, affirmed and clear

Some of the ways we will be achieving this goal:

- **Recognize First Nations' right to care for and manage their own cultural heritage**
  - **What does this mean?** The current HCA does not acknowledge First Nations' rights to manage their own cultural heritage. Proposed changes will include the addition of a series of principles statements to the HCA to guide how the Act is read, administered and interpreted.

- **Enable agreements between the Provincial government and First Nations governments, including shared decision-making for Crown land heritage decisions**
  - **What does this mean?** Currently, heritage decisions on Crown land under the HCA are made by the Province. The proposed changes would allow for a range of agreements to be negotiated between the Province and a First Nation on heritage matters. Agreements could include the ability to:
    - Enable First Nations to influence operational decisions, such as how heritage information is shared between the Province and the First Nation

(for example, which cultural protocols must be followed for heritage sites in the agreement area, or which requirements archaeologists must follow when working on heritage sites in the agreement area)
        - Share heritage decisions on Crown land only in a defined area of a Nation's territory (for example, decisions on how ancestral remains are respectfully treated within the agreement area, or a First Nation taking on more of a compliance and enforcement role in the identified area, such as through the Guardian program)
        - Enable First Nations to apply their own cultural heritage laws on Crown land in a defined area of that First Nation's territory (for example, this could include applying for a First Nations heritage permit instead of the HCA in these defined areas)
    - Prior to entering into any agreement, the Province would be required to assess and consider any implications of the agreement on affected parties.

- **First Nations to decide where ancestors and cultural objects are stored**
    - **What does this mean?** Currently, cultural belongings and objects found while disturbing the ground during development projects go into a repository (such as a museum) that is approved by the Province. This process excludes many First Nations who wish to hold their ancestors or cultural objects in their territories but do not have a repository approved by the Province. The proposed changes would establish a procedure where First Nations could opt in to a process to pre-determine where ancestors and cultural objects collected under an HCA permit are held and how they cared for.

- **Remove barriers for First Nations managing heritage sites on Crown land**
    - **What does this mean?** Currently, if a First Nation wants to use and maintain a cultural heritage site in their ancestral territory, the HCA requires the First Nation to apply for a permit. Proposed changes would clarify, in legislation, that certain activities conducted by a First Nation on Crown land, do not require a permit. Some examples include clam garden revitalization and harvesting, maintenance of heritage trails and the ability for individuals appointed by the First Nation to collect cultural objects at imminent risk of loss or destruction.

Greater transparency and information access

What is the goal: Ensure early awareness of heritage site potential, responsibilities under

the HCA and enhance access to and improve quality of archaeological data.

Some of the ways we will be achieving this goal:

- **Require archaeological data checks before issuing building permits and property sales**
  - **What does this mean?** The proposed changes would require certain parties, such as realtors and local governments, to check for the presence or absence of recorded protected heritage sites prior to property transaction or the issuance of a building and/or development related permits. This would limit unintended contraventions of the HCA and associated penalties and reduce the risk of project delays due to a surprise discovery during development. While this requirement may add an extra step in the process, the information to complete these checks can be obtained for free from the Archaeology Branch.
- **Make it easier to find out if heritage sites are present on properties**
  - **What does this mean?** Currently, only parties with special permissions and signed confidentiality agreements can access sensitive heritage data and information. The proposed changes would enable a broader set of user groups (such as property owners and realtors) to access limited heritage data. Proposed changes could include a specific data layer on a mapping tool that shares limited details about whether there is a recorded protected site present or absent on a property. If someone is interested in purchasing a property, their realtor could access this data layer to confirm this information and help the potential buyer make an informed decision and plan accordingly. This would not compromise data confidentiality requirements or First Nations' data sovereignty.
- **Clarify how site boundaries are determined and how they influence permitting decisions**
  - **What does this mean?** The proposed changes will clarify in legislation how heritage site boundaries are recorded with the Province. This will include how Indigenous knowledge and other reported information is considered in defining a heritage site boundary. This will improve transparency by making it clearer how these boundaries inform HCA permitting requirements.
- **Create transparent and clear criteria about how HCA permit decisions are made**
  - **What does this mean?** Currently, when decisions are made by statutory decision makers on permits under the HCA, it is not always clear to applicants how these decisions are made. The proposed changes will clearly define this

decision-making process. Considerations will include:

- Impacts to heritage sites
- Public interest
- Assessments of heritage value
- Information provided by First Nations

The Updated HCATP Phase 3 Session Primer for Engagement with Local Governments and Stakeholders has been updated as of October 10 to provide greater clarity and more detail on certain policy proposals based on what has been heard through engagement to date. The original version of the HCATP Phase 3 Session Primer for Engagement with Local Governments and Stakeholders is still available to view.

Visit govTogetherBC for more ways to engage with the BC government

govTogetherBC

Acknowledgement

The B.C. Public Service acknowledges the territories of First Nations around B.C. and is grateful to carry out our work on these lands. We acknowledge the rights, interests, priorities, and concerns of all Indigenous Peoples – First Nations, Métis, and Inuit – respecting and acknowledging their distinct cultures, histories, rights, laws, and governments.

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HERITAGE CONSERVATION ACT TRANSFORMATION PROJECT

UPDATED PHASE 3 SESSION PRIMER FOR ENGAGEMENT WITH LOCAL GOVERNMENTS AND STAKEHOLDERS

This document has been updated as of October 10 to provide greater clarity and detail on certain policy proposals based on what we've heard through engagement to date. Updates are shown in blue italics.

This document provides details on the proposed changes to the Heritage Conservation Act. This session primer is designed to prepare registrants for engagement sessions. The consultation and cooperation process with First Nations and engagement with local governments and stakeholders in earlier phases of the HCATP identified priority areas for change (Phase 1) and defined the scope of reform (Phase 2). Feedback from these earlier phases has informed the proposed changes, categorized into four core outcomes, that are detailed below.

Phase 3 of engagement will focus on determining how these proposals can be implemented through legislation, regulations, or policy. Questions are posed throughout the document to guide feedback and discussion at the upcoming sessions and each session will cover the proposed changes under each of the four core outcomes identified below. Feedback will be used to translate proposals into a Request for Legislation.

Written feedback is also welcome via *engageHCA@gov.bc.ca* until November 14, 2025.



Photo: Kootenay Region, BC. (Kevin Floyd 2023)

KEY ENGAGEMENT QUESTIONS

The following questions will be asked during this phase of engagement:

- How does the policy direction support or impact your local government's/organization's/sector's/interests?
- Are there possible unintended consequences of the proposals? How can these be addressed?
- What kinds of guidance, education, or outreach would be needed to support implementation?
- Are there any alternatives we should consider to achieve these outcomes? Is there anyone else we should talk to?

In addition to these broad questions, specific questions and considerations are posed in the right-hand column of the detailed policy proposal table.

MAKING PERMITTING FASTER AND EASIER

The current HCA permitting regime is administratively burdensome and complex—projects require up to three different permits, resulting in long wait-times. These issues have created difficulties for all British Columbians in navigating the permitting process. The objectives of the policy proposals under this core outcome are to make permitting more transparent and efficient for all parties, including enhancing and clarifying First Nations' role in permitting decisions.

Detailed Policy Direction/Mechanisms	Specific questions and considerations
What is intended to be achieved: Reduce administrative burden and complexity of permit process	

How this can be achieved:
• Replace the HCA's current three permit structure with a single project-based permit model
• New permitting processes will not compromise or reduce opportunities for meaningful consultation with First Nations at key project junctures
• Create several fit-for-use permit types:
  ○ A conservation and research permit
  ○ A multi-assessment permit framework with enhanced notice of intent process
  ○ A disaster response and recovery permit (this proposed change also supports a core outcome "Helping people and communities rebuild quicker after disasters" described below)
	What benefits and/or risks can you identify with a single project-based permit model?
	
	The conservation and research permit is primarily intended to advance First Nations' interests to investigate and conserve their own sites. Are there other activities that this permit type could support?
	
	How should the permitting process for these types of permits be different?
	
	What steps can be taken to improve the use of multi-assessment permits (e.g., notice of intent process)?

How this can be achieved: Create a regulation-making authority to allow for modified permitting requirements for specific or specified circumstances (e.g., low impact activities such	What circumstances could you imagine needing modified permitting requirements?

as small footprint developments or rebuilding within the same footprint, where First Nations are seeking *reduced* permitting requirements, etc.) * This proposed change also supports a core outcome "Helping people and communities rebuild quicker after disasters" described below	
What is intended to be achieved: Enhance First Nations' influence in permitting decisions and enhance transparency about how permit decisions are made	

How this can be achieved:
Bolster HCA permit decision-making criteria:
 	
• Include a process for *consulting and cooperating with First Nations* on statutory decisions
• Decision-making criteria could include consideration of *the following (in no particular order):*
  ○ First Nations information, knowledge, policies and/or laws
  ○ Statements of site significance and heritage value
  ○ Whether principles of site avoidance/non-disturbance/minimizing disturbance of cultural heritage have been followed
  ○ Cumulative impacts to affected sites
  ○ Whether or not affected First Nations have provided their consent
  ○ Negotiated mitigations/accommodations
  ○ Any existing agreements and/or heritage management plans
  ○ Public interest
  ○ Proponent performance history
	Decision-making criteria would be considered by decision-makers when deciding whether or not to issue a permit.
	
	What items would you like to see included as criteria?

How this can be achieved: Create a legislative requirement to submit a record of engagement conducted by proponents as part of a permit application	How have you seen early engagement with First Nations support timely permitting decisions?

*This process will not replace existing consultation *conducted by the Province but may serve to streamline consultation* **This is not intended to duplicate other processes. If a proponent is submitting a record of engagement to the Province for another authorization (e.g., Mines Act), that includes discussions of heritage, they can submit this record to the Archaeology Branch* **Pre-application engagement is NOT required. A record of engagement could state that no engagement has taken place*	Do you already create a record of engagement for some projects? Should a record of engagement be required for all projects or only certain types of projects? What items/considerations should be included in a record of engagement?
How this can be achieved: Where impacts to sites are unavoidable, bolster the provincial government's ability to issue permits that include terms and conditions surrounding *agreed-upon* compensatory conservation work (e.g., enhanced site recording, sampling and analyses, monitoring, other measures to address loss of heritage)	What compensatory conservation work is already being negotiated between your local government/organization/sector and First Nations? How would a legislative provision support those negotiations?
What is intended to be achieved: Ensure greater regulation of the archaeology profession	
How this can be achieved: • Clarify authorities in the HCA to regulate the archaeology sector • Enable the charging of fees for registered archaeologists	Further engagement on regulation of the archaeology profession will take place in early 2026. What should be considered regarding the regulation of the archaeology profession in B.C.?

HELPING PEOPLE AND COMMUNITIES REBUILD QUICKER AFTER DISASTERS

HCA requirements have created challenges during disaster response and recovery. In the current state, when a homeowner needs to rebuild their home (located on a known or potential heritage site) after a disaster, they often have to get multiple HCA permits and hire an archaeologist, even when rebuilding occurs within existing footprints and/or is considered to minimally impact a heritage site. The objective of the policy proposals under this core outcome is to support disaster-impacted communities by providing greater flexibility to respond and recover from disasters such as wildfires and floods and allow people impacted by disasters to return home faster.

<table>
<tr><th>Detailed Policy Direction/Mechanisms</th><th>Specific questions and considerations</th></tr>
<tr><td colspan="2">What is intended to be achieved: Allow for flexibility in the permitting structure in disaster situations</td></tr>
<tr><td>How this can be achieved:
Create an authority allowing the minister to make exemptions to the permitting regime (e.g., where there is an imminent threat to life or public health) to support urgent emergency/disaster response and recovery activities, with circumstances to be prescribed</td><td>What types of situations do you think warrant an exception from permitting?

What mechanisms should be put in place to ensure this authority is used appropriately?</td></tr>
<tr><td colspan="2">How this can be achieved:
Create a disaster response and recovery permit
For more information see “Making Permitting Faster and Easier” above</td></tr>
<tr><td colspan="2">How this can be achieved:
Create a regulation-making authority to allow for modified permitting requirements for specified or specified circumstances
For more information see “Making Permitting Faster and Easier” above</td></tr>
</table>

STRENGTHENING THE ROLE OF FIRST NATIONS IN MANAGEMENT OF THEIR CULTURAL HERITAGE

The current HCA does not expressly acknowledge or respect First Nations' rights to maintain, control, protect, and develop their heritage, traditional knowledge, and traditional cultural expressions. Recognition and affirmation of First Nations' values and rights in the transformed HCA is a key objective of the HCATP to support consistency with the UN Declaration.

Additionally, the current HCA has limited mechanisms to recognize First Nations' authority and jurisdiction as decision-makers regarding the care and management of their heritage. The HCA currently includes the ability to enter into s. 4 agreements for the purposes of shared decision-making and the protection of sites not otherwise automatically protected. These agreement types have been underutilized and do not sufficiently address the broader interests of First Nations.

The objectives of the policy proposals under this core outcome are:

- To recognize and affirm First Nations' rights regarding their heritage in the HCA, which will guide how the HCA should be interpreted and administered.
- To create a framework that acknowledges multiple legal orders and is grounded in respect for the authority of First Nations to self-determine and self-govern.
- Ensure First Nations values are embedded throughout the Act, including how heritage is defined and the various pathways to protect and conserve it.
- Affirm First Nations as decision-makers regarding the care and management of their heritage and to formalize and address First Nations' unique and distinct interests under the HCA.

Detailed Policy Direction/Mechanisms	**Specific questions and considerations**
What is intended to be achieved: Affirm First Nations' rights in relation to their cultural heritage. The interpretation and administration of the HCA is guided by statements affirming First Nations' rights Embed additional principles related to First Nations data sovereignty, use of First Nations place names, repatriation/rematriation, and conservation of cultural heritage through avoidance and non-disturbance	
How this can be achieved: Amend the HCA to affirm First Nations' inherent right to self-determination, including self-government,	

recognized and affirmed by Section 35 of the Constitution Act, 1982 and the UN Declaration, which include jurisdiction/law-making authority/responsibility in relation to the protection, management, and development of their heritage Include in the HCA principles related to First Nations' data sovereignty, place names, repatriation/rematriation, avoidance/non-disturbance/minimizing disturbance of cultural heritage	
What is intended to be achieved: Expand the definition of heritage to include a broader spectrum of First Nations values, including intangible heritage values	
Examples are included within the "Protecting Heritage More Effectively" core outcome	This item is discussed in more detail within the "Protecting Heritage More Effectively" core outcome.
What is intended to be achieved: Affirm First Nations as decision-makers regarding where ancestors and heritage belongings that are collected under permits are held and cared for	
How this can be achieved: Create an opt-in process for First Nations to be the decision-makers regarding where ancestors and belongings collected under permits are held and cared for	What should be considered to support successful implementation of this opt-in process?
What is intended to be achieved: Protect confidentiality of Indigenous knowledge and heritage data that is provided in confidence by ensuring that it is only used for the purposes for which it was shared and identifying a limited suite of circumstances in which it may be disclosed	
How this can be achieved: The suite of circumstances could include: • Information that is already publicly available • With written consent of the First Nation	What should be considered regarding the circumstances where the Province may need to disclose First Nations' heritage data?

- Exercise of a power or duty under the HCA if the information is required
- To support investigation of a contravention
- To legal counsel to support obtaining legal advice
- If required by court order

Circumstances to be prescribed in regulation

What is intended to be achieved: Remove barriers for First Nations when maintaining and accessing heritage sites on Crown land in certain circumstances (e.g., clam garden use, trail maintenance) and to collect objects at imminent risk of loss or destruction

How this can be achieved:

In legislation, clarify that certain heritage-related activities conducted by First Nations on Crown land do not constitute an offence or require a permit:

- Clam garden maintenance
- Heritage trail maintenance
- Collection of objects at imminent risk of loss or destruction

What should be considered in the implementation of this proposed change?

What is intended to be achieved: Enable a suite of agreement types in the HCA:

- Joint or consent-based decision-making agreements for Crown land
- Jurisdictional agreements for Crown land
- Operational agreements that expand the scope of s. 4 agreements on Crown/private land

*Joint or consent-based decision-making agreements and jurisdictional agreements are not being considered for private land

How this can be achieved:

Joint or consent-based decision-making (Declaration Act) Agreements:

- Enable the implementation of Declaration Act agreements to ensure that First Nations are involved in a range of cultural heritage decisions made under the HCA
  - Broadly enabled, could include ~~*delegation of certain compliance and enforcement powers*,~~ *designations of heritage sites and objects*, permitting decisions, etc.

- Negotiating a Declaration Act agreement will require a mandate from Cabinet
- *These agreements would include dispute resolution processes*

**NOTE*: Further policy work has indicated that delegation of compliance and enforcement powers would be undertaken through a different form of agreement or arrangement with the Province*

Jurisdictional Agreements:

- Enable agreements recognizing jurisdictional authority of First Nations, where a First Nation's cultural heritage law would vary application of the HCA in certain circumstances
  - Negotiating a jurisdictional agreement will require a mandate from Cabinet
  - Through regulation, the circumstances in which a jurisdictional agreement can be negotiated will be laid out
  - *Agreements would be limited to certain provisions of the HCA*

Operational Agreements:

- Expand the scope of the existing HCA s.4 agreements to cover more operational matters related to a First Nations' heritage
- Apply to Crown and/or private lands
- Seeking to change provincial approval level from Cabinet to Minister (depending on scope)
- Items that could be included in operational agreements:
  - Heritage sites and objects to receive protections (current s. 4(a) and (b))
  - Additional/alternative permitting requirements for protected heritage sites and objects (current s. 4(d))
  - Actions that would damage or take away from the value of those sites and objects (current s. 4(5))
  - Decision-making criteria
  - Information sharing protocols
  - Cultural protocols
  - Provisions around the collection, care, and management of heritage objects and ancestral remains
  - Archaeological methods for identifying and recording sites
  - *Delegation of certain compliance and enforcement powers*
  - Continued use of sites
  - Certain aspects of heritage management plans
  - Public engagement agreements

What should be considered regarding implementation of this agreements framework?

What is intended to be achieved: Reduce procedural barriers to access and enter into agreements

How this can be achieved:	
• Operational agreements will not require a Cabinet mandate and can be approved more easily. • Simplify procedural requirements for agreement extensions (to be approved by the minister instead of Cabinet) • Explore what potential pre-conditions, such as mutual readiness, could be for entering into s.6 and s.7 agreements	

PROTECTING HERITAGE MORE EFFECTIVELY

There are three key themes under this core outcome: modernizing the protection framework, due diligence, and greater awareness of HCA requirements early in the process and enhancing the compliance and enforcement toolkit.

Modernizing the Protection Framework

The HCA currently contains several pathways toward recognition and protection of heritage values, including automatic protections, Order-in-Council designations, and agreements with First Nations. However, these pathways are not always clearly understood and have been underutilized. The objective is to provide greater *recognition* of First Nations' values, rather than just scientific values, and enhance the clarity on the range of heritage values protected under the HCA and the pathways for seeking protections, including for intangible heritage.

Intangible cultural heritage, or heritage sites and heritage objects that are of particular spiritual, ceremonial or other cultural value to First Nations, is not a new addition to the HCA; it has been considered under the current Act for decades. However, as it is not defined in the current Act, this leads to a lack of certainty for all involved. We are working to bring clarity to this term.

Intangible cultural heritage can be protected under the current HCA (through an agreement with a First Nation (s.4) or a formal designation (s.9, 11.1)). This requires significant process (impact analysis, engagement with affected parties, consultation with First Nations) and the approval of Cabinet.

Detailed Policy Direction/Mechanisms	**Specific questions and considerations**
What is intended to be achieved: Ensure greater *recognition* of First Nations' values, rather than just scientific values Create greater clarity on the range of heritage values under the HCA and the *current* pathways for seeking protections, including for intangible heritage	
How this can be achieved: • Enhance the definition of heritage (and related definitions) to include a broader suite of First Nations values (tangible and intangible)	What should be considered regarding how heritage-related definitions are worded in the HCA? Which heritage-related definitions need refinement?

- *Expanding the definition of heritage (including defining intangible heritage) will not automatically protect more land or change the existing process/pathways to protect intangible cultural heritage. It will add clarity to the legislative interpretation*
- *Items to be considered in a definition* include: cultural landscapes, mortuary landscapes, intangible cultural heritage *(heritage sites and heritage objects that are of particular spiritual, ceremonial or other cultural value to First Nations),* as *well as* oral histories, place names, language, knowledge, objects and places within Indigenous worldview. Include recognition of fossils
- *Reorganize the Act to clearly identify the existing tools and processes under the HCA to recognize and/or protect heritage, clarify what is or can be protected, and what activities are prohibited without authorization*

What is intended to be achieved: Maintain automatic protection for ancestral remains, burial places, and rock art, regardless of age, and clarify automatic protection criteria for certain site types

How this can be achieved:

- Ancestral remains, burial places, and rock art are automatically protected, regardless of their age.
- Retain 1846 as a baseline for age-based automatic protections for other site types
- Clarify the automatic protection criteria for certain site types:
  - Culturally modified trees
  - Heritage wrecks that have identified heritage value or may contain human remains

Culturally modified trees are critically important, yet the current protection framework does not align well with their distinct characteristics. How should automatic protection apply to culturally modified trees?

Are there other heritage sites or objects for which the current protection framework doesn't align well?

Protections for heritage wrecks are currently overly broad. What

	criteria for protecting heritage wrecks is appropriate?
What is intended to be achieved: Recognizing that First Nations have called for extending the protection of heritage sites which post-date 1846, create clearer and easier pathways for protecting sites that do not receive automatic protection, including sites of intangible heritage	
How this can be achieved: • Clarify criteria, process, and procedures for designation of sites identified by First Nations or other groups with post-1846 heritage in the province, including procedural requirements • *This includes clarifying criteria, process, and procedures for designation of sites with intangible heritage value, such as heritage sites that are of particular spiritual, ceremonial or other cultural value to First Nations* • *The process for designations will continue to require significant process (impact analysis, engagement with affected parties, consultation with First Nations)* • Reduce administrative barriers to seeking protections via designations (reduce Provincial approval levels *from Cabinet to the minister responsible for the HCA to help streamline the process. It is not being proposed that this decision be available for delegation down from the minister)*	What kind of process could support seeking protection designations for post-1846, intangible, or other non-automatically protected sites?
What is intended to be achieved: Clarify and broaden processes for the recognition and promotion of diverse cultural heritage in B.C.	
How this can be achieved: Currently, s.18 of the HCA "Promotion of heritage value" is done through certificates and plaques. It is proposed to modernize this provision to create more opportunities for communities to celebrate, commemorate, or mark heritage in an impactful way	What should the Province consider regarding the recognition and promotion of the diversity of cultural heritage in B.C.?

• When signs related to heritage recognitions are erected, clarify that this must be done in consultation and cooperation with First Nations • Clarify that heritage recognition and promotion goes beyond physical sites, but could include intangible cultural heritage practices (e.g., songs, ceremonies, food, traditions). *The heritage recognition tool would not protect lands or pose any obligations on any party, but is an educational tool to promote and celebrate diverse cultural heritage in B.C.*	
What is intended to be achieved: Explore mechanisms for distinct protections based on heritage value	
How this can be achieved: Explore, via regulation, the ability to vary protection criteria and permitting requirements based on heritage value and conservation goals, in consultation and cooperation with First Nations Protection criteria and permitting requirements could include: • Site criteria (e.g., Indigenous cemeteries) which receive greater protection (enhanced avoidance and mitigation measures) • Site criteria for sites to be preserved by record (e.g., culturally modified trees impacted by wildfire or pine beetle)	These variations to protections would take place through a regulation. Engagement on this regulation would take place at a future date.
What is intended to be achieved: Clarify how the presence of sites and site boundaries are determined, including how Indigenous knowledge and other reported information is considered	

How this can be achieved: In legislation, clarify administrative site boundary criteria for entry into the Provincial Heritage Register. These will continue to be based on recorded presence of heritage sites and objects To reflect that the presence of heritage sites likely extend beyond areas of recorded evidence, establish "heritage management zones" within the Provincial Heritage Register. These could include areas that are reported to contain heritage value but are not verified In regulation, prescribe any additional requirements associated with heritage management zones. This could include the ability to require archaeological data checks, or to compel additional archaeological work within a heritage management zone *(e.g., where there is imminent risk or threat to heritage values)* **NOTE*: BC has received feedback that better clarity and limitations need to be placed on this authority in legislation and we are currently exploring options to do so*	How do you see heritage management zones supporting the conservation of heritage sites? What else should be considered in the implementation of heritage management zones and potential associated requirements?
What is intended to be achieved: Clarify the scope of tools to support reporting and conservation of fossil finds	
How this can be achieved: Clarify that fossils are included in the definition of heritage object Clarify that fossils and fossil sites can be designated as a protected site and can be included in the duty to report	Is there anything you would like to share about including fossils within the Heritage Conservation Act? More engagement will take place when the Duty to Report Regulation is being drafted.

Due Diligence and Greater Awareness of HCA Requirements Early in the Process

There is a lack of awareness about the HCA and potential risks to heritage from development activities. Heritage considerations are often identified late in the project planning process, leading to: project delays; cost increases; contraventions of the HCA; and/or damage to, or desecration of, First Nations heritage.

The objective of these policy proposals is to ensure greater awareness of risks to heritage in advance of land use decisions.

<table>
<tr><th>Detailed Policy Direction/ Mechanisms</th><th>Specific questions and considerations</th></tr>
<tr><td colspan="2">What is intended to be achieved: Ensure early awareness about heritage site potential and responsibilities under the HCA for people making land use decisions and project investments</td></tr>
<tr><td>How this can be achieved:

• In legislation, require local governments to see proof of an archaeological data check* prior to issuing development and building-related permits and authorizations
• Require subdivision approval authorities to see proof of an archaeological data check prior to subdivision approvals
• Create a regulation-making authority to require mandatory archaeological data checks for prescribed circumstances (e.g., sale of property) and/or entities (e.g., Crown corporations, critical infrastructure operators)

* archaeological data checks are a free service from the Archaeology Branch with an average turnaround of 6 days</td><td>What challenges have you experienced regarding lack of awareness of risks to heritage sites prior to applying for development or building-related permits, or if a local government, issuing a development or building-related permit?

What additional circumstances should require people to conduct an archaeological data check?

What other ideas do you have to enhance due diligence about heritage sites?</td></tr>
<tr><td colspan="2">What is intended to be achieved: Explore opportunities to enhance access to some archaeological data to a broader set of user groups, without compromising data confidentiality requirements</td></tr>
</table>

How this can be achieved: Explore the creation of a specific data layer (that only shares limited details such as presence/absence of recorded sites) that can be checked on a plot-by-plot basis in advance of property sales and ground disturbance	How could increasing access to some archaeological information for property owners/realtors/ developers reduce the risk of unintended damage to heritage sites?
What is intended to be achieved: Clarify tools that enable requiring additional archaeological work	
How this can be achieved: Clarify and prescribe circumstances in which existing authority to compel archaeological work may be exercised (e.g., heritage management plans *recognized through agreements*, agreements *with First Nations*, sites at risk from development activities)	
What is intended to be achieved: Enable in legislation a framework for "heritage management plans" to proactively manage heritage	
How this can be achieved: Heritage management plans could be developed with multiple parties (e.g., First Nations, local governments, the Province, proponents) Further details to be prescribed in regulation	How could heritage management plans support consideration of heritage in land use planning and decisions? How could heritage management plans support your community's/sector's interests and processes? What would you like to see incorporated into, or considered with respect to heritage management plans?

Enhancing the Compliance and Enforcement Toolkit

All parties have identified the need for a more comprehensive compliance and enforcement toolkit in the HCA. The existing toolkit is limited to stop work orders, civil remedies, voluntary restorative justice processes, and prosecuting major offences through the courts. This leaves gaps in enforcement options, resulting in less effective enforcement of contraventions.

Detailed Policy Direction/mechanisms	**Specific questions and considerations**
What is intended to be achieved: Enhance the role of First Nations in compliance and enforcement activities	
How this can be achieved: Enable First Nations to exercise *certain* HCA compliance and enforcement *duties* by entering into agreements *or other arrangements* with the Province **These arrangements would be subject to certain criteria (training, experiential requirements, etc.) and subject to oversight from the Province*	
What is intended to be achieved: Expand the compliance and enforcement toolkit	
How this can be achieved: • Create the ability to issue violation tickets for minor contraventions of the HCA (by amending the Violation Tickets and Fine Administration Regulation under the Offence Act). Fines are proposed to be set at a range of up to $1,000 but could be issued daily if a contravention continues • In the HCA, create the ability to issue administrative monetary penalties (AMPs) for more severe contraventions to the HCA, with specific amounts and additional details outlined in a future regulation. These fines could be substantial and are proposed to be up to a maximum of $100,000 for an	Based on severity, are there HCA contraventions that should have higher or lower violation ticket and administrative monetary penalty fines than others?

individual and to a maximum of $1,000,000 for a corporation	
What is intended to be achieved: Divert revenue from fines and penalties to a fund to support remediation of heritage sites	
How this can be achieved: Explore opportunities to direct fine and penalty revenue to support remediation of impacted heritage sites, including through First Nations	
What is intended to be achieved: Implement a duty to report heritage finds	
How this can be achieved: Through regulation, implement a legal "duty to report" for archaeological and significant heritage finds and clarify the circumstances and entities to whom it applies	Further engagement will follow when regulation is developed.
What is intended to be achieved: Deter commodification and unauthorized private ownership of heritage objects	
How this can be achieved: Prohibit possession, sale, and trade of heritage objects	What belongings should be prohibited from possession, sale, and trade? What unintended consequences can you foresee that should influence how this is drafted? Who should be exempt from these rules and under what circumstances?
What is intended to be achieved: Clarify and enhance the compliance and enforcement regime under the HCA	

How this can be achieved:	What should be considered with respect to the implementation of these proposed changes?
• Amend and enhance the HCA to address and guide the collection, treatment, care and disposition of collected, seized and forfeited heritage objects to a repository and/or descendent communities • Enhance permit enforcement and auditing measures, including enabling the minister, in consultation and cooperation with First Nations, to order compensatory conservation work for loss of heritage value and harms to affected First Nations • Clarify rules for issuance and extension of stop work orders • Enhance civil remedy orders to include requirements to consult and cooperate with First Nations, without interfering with prosecutorial independence • Clarify authority to publicly disclose specific information related to contraveners and offenders of the HCA	

REPORT TO COUNCIL

To: Mayor and Council
From: Jennifer Redshaw, Office Administrator
Subject: **Grant in Aid Request – BCEHS Community Paramedic – Chair Exercises**
Meeting date: November 18, 2025

BACKGROUND

Policy # 300-09 - *Grant in Aid Policy* establishes guidelines for providing financial or in-kind assistance to community groups and non-profit organizations that benefit the community. Grants in aid and in-kind grants demonstrate Council's support of community groups which provide beneficial programs, services, or projects to the community. The policy, along with an established grant in aid budget, provides Council with a framework and resources to serve the community within its capacity.

DISCUSSION

Staff have received a grant in aid application from Gregory Litschke, Community Paramedic with the British Columbia Emergency Health Services (BCEHS), attached to this report.

The BCEHS Community Paramedic is requesting use of the Kelsey Recreation Centre's Multi-Purpose Room free of charge for hosting a weekly chair exercise program aimed at those with limited mobility, but open to all residents free of charge. The grant in aid request also includes use of tables and chairs, waiving the security deposit, and reimbursement of the required event liability insurance.

The requested facility usage period is from **January 1, 2026 – May 31, 2026.**

Financial Information

Currently, the Kelsey Recreation Centre is closed for programming but remains open for private, not-for-profit, and corporate rentals. Individuals or groups wishing to use the facility are subject to the fees outlined in **Bylaw No. 451 Fees & Charges Bylaw**. An excerpt from the bylaw, specifically *Schedule C – Kelsey Centre,* is attached to this report.

The value of providing this grant in aid (foregone revenue) is accurately outlined in the attachment *BCEHS Community Paramedic – Chair Exercise Proposal*.

STAFF RECOMMENDATIONS

THAT Council receive the staff report titled *Grant in Aid Request – BCEHS Community Paramedic-Chair Exercises* for information and discussion.

Additional resolution options:

1. THAT the grant in aid request from the BCEHS Community Paramedic – Chair Exercises, dated November 10, 2025, be approved.

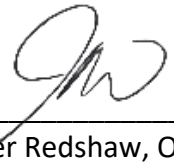
2. THAT the grant in aid request from the BCEHS Community Paramedic – Chair Exercises, dated November 10, 2025, be denied.

3. {THAT Council direct staff to take another action deemed appropriate by Council.}

Recommendation:

Staff recommend Option 1.

Respectfully submitted,



Jennifer Redshaw, Office Administrator

Approved for Council package

Andrew Young, MCIP, RPP
Chief Administrative Officer

Attachments:

1. Grant in Aid Application – BCEHS Community Paramedic – Chair Exercises
2. BCEHS Community Paramedic – Chair Exercise Proposal
3. BCEHS Community Paramedic – HAP - Level 1 - Sitting
4. BCEHS Community Paramedic – HAP - Level 2 - Standing
5. BCEHS Community Paramedic – Liability Insurance Quote
6. Policy # 300-09 - *Grant in Aid Policy*
7. Bylaw No. 451 Fees & Charges Bylaw - *Schedule C - Kelsey Centre*

Appendix A – Application for Grant in Aid

Village of Sayward

Name of Organization	BCEHS Community Paramedicine
Address of Organization	[redacted]
Full Mailing Address	[redacted] Sayward, BC, V0P 1R0
Telephone Number & Email	[redacted]
Contact Person/Title	Gregory Litschke / Community Paramedic

Primary purpose of organization: Health promotion for the residents of Sayward

Event or reason for request: Requesting use of the Kelsey Centre multi-purpose room to host a weekly chair exercise class for seniors with mobility issues.

Date of event: Weekly events Fridays for one hour (10:00-11:00) for 5 months

Amount of grant requested (or items requested if in-kind): Rental fee for the multi-purpose room, rental fee for up to 20 chairs, and the cost of event liability insurance quoted to be $65.00

In order to be considered for a grant in aid (financial) please ensure you attach the following when submitting your application:

1.) Most recent Financial Statements
2.) Budget & details for event

Have you received a previous grant in aid from the Village? ☐ Yes ☒ No

Applicant's signature: [redacted] Date: November 10th, 2025

Note: Personal information is collected by the Village of Sayward under the authority of section 26(c) of the *Freedom of Information and Protection of Privacy Act* for the purpose of processing and administering grant-in-aid applications. Should you have any questions about the collection of this personal information, please contact the Corporate Officer (250) 282-5512, 652 H'Kusam Way, Sayward, BC, V0P 1R0

Proposal for Weekly Chair Exercise Program at the Kelsey Centre

Prepared For: Sayward Village Council

Prepared by: Gregory Litschke, BCEHS Community Paramedic

November 10, 2025

Preamble

This document contains the details of a proposal to begin hosting weekly chair exercise programs in the multipurpose room of the Kelsey Centre. As a BCEHS community paramedic, one of the core pillars of my role in this community is to provide health promotion events and initiatives. I have identified mobility issues and social isolation as significant gaps to health care in Sayward. These problems are likely to be worse in the winter months as people stay inside more and fewer community events are organized. The chair exercise program I plan to facilitate, known as SAIL (Strategies and Activities for Independent Living) is a low risk and low complexity activity that would serve to bridge the two healthcare gaps mentioned above. It is my hope that the Sayward Village Council will see the benefit in approving this initiative and will be generous enough to also approve the application for Grant in Aid attached to this proposal.

Event Details

The SAIL chair exercise program is a low impact series of movements designed to be performed from a seated position that involve various leg and lower body movements. Back by evidence-based results, it is a very popular tool used in Senior centers and by physiotherapists to improve the mobility and lower body/core strength of those suffering from mobility issues. The details of the various exercises can be found in the SAIL L1 and SAIL L2 documents included with this proposal.

Preferred Schedule

January 1st, 2026 – May 31st, 2026

Weekly recurring event on Fridays from 10:00-11:00

*This schedule is flexible and can easily be adjusted based on the pre-existing commitments of the Kelsey Centre

**It is understood in submitting this proposal that special events may arise which take precedence over this event, in which case the exercise group would be cancelled for that week

Target Audience & Cost to Participants

This event would be free to attend for all participants and while it is designed for seniors with limited mobility, it would be available to all Sayward residents. There is no aspect of this event that is designed to generate revenue. The ideal "class" size would be 10-20 participants but could be expanded or contracted to meet the needs of smaller or larger groups.

Costs to Facilitate the Event

Multipurpose Room Rental	$150.00 Half Day (Customized options not available)	x22 sessions	$3,300.00
Security Deposit	$75.00	x 1	$75.00
Table	$10.00	x 1 (x22 sessions)	$220.00
Chairs	$4.00	x 20 (x22 sessions)	$1,760.00
Liability Insurance	$65.00 (estimate)	x 1	$65.00
Total			$5,420.00

Conclusion

The budget table above was created from Schedule C of the Village of Sayward Fees and Charges Bylaw. It is my hope that the Grant in Aid application will be approved to cover the total cost of this event for the 5 months that it is planned to be delivered.

Throughout the course of my work as a community paramedic in Sayward I have observed not only a need for programming such as this, but also a demand for it from the residents. I believe that any event which gets our seniors out of their homes, socializing, and moving their bodies provides a non-quantifiable but extremely valuable improvement to the health and wellbeing of the community as a whole.

SAIL© Home Activity Program – Level 1: Sitting

Do only the activities you feel safe and comfortable doing.

- Sit tall through all the activities, preferably in a firm chair with armrests.
- Keep breathing normally. Do not hold your breath.
- Hold position means hold position for 3 seconds (count thousand 1, thousand 2, thousand 3).
- If necessary, begin with just a few of the activities but do them several times each day.
- Over time, add more activities until you are doing all of them.
- Over time, do more of each activity.

If any of these activities add to your pain or shortness of breath, stop and rest.
Do less another day. Talk with your doctor or other health care professional.

1. Toe and Heel Lifts (sit with feet close to chair)

Toe Lifts:

1. Lift toes of **both feet** as high as you can (keep heels on floor). Hold. Relax feet on floor. Do 2-3 more times.

Heel Lifts:

2. Lift heels of both feet up together (keep toes on floor). Relax feet on floor. Do 2-3 more times.

Too easy?

- Slowly do more (up to 15 times each).
- Lift toes of one foot while lifting heel of other foot. Switch.



SAIL© Home Activity Program – Level 1: Sitting

2. Marching on the Spot (sitting)



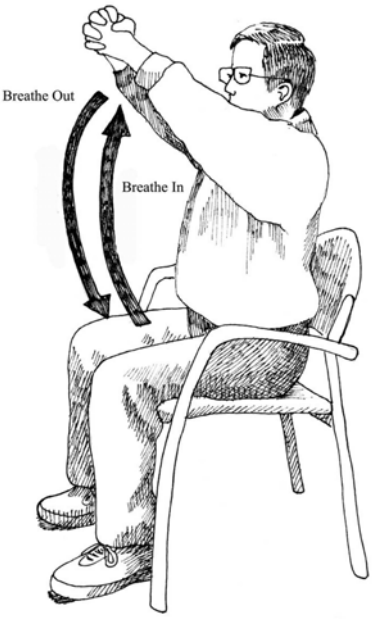
1. March on the spot, raising each knee high.

- Continue for 5-10 seconds. Rest.
- Repeat for another 5-10 seconds. Rest.

Too easy?

- March for 5-10 seconds, then rest, up to 15 times.
- Slowly do for longer (up to 2 minutes without resting).

3. Arm Raises and Breathing Activity (sitting)



1. Rest hands on sides of lower rib cage. Keep shoulders relaxed.
2. Breathe in through your nose. Feel your lower ribs move out.
3. Breathe slowly out through your mouth. Feel your rib cage relax. Do 3-4 more times.
4. Now, clasp hands together. Breathe **in as you lift arms up** (only as high as comfortable).
5. Breathe slowly **out** as you **lower** your arms. Do 3-4 more times.

SAIL© Home Activity Program – Level 1: Sitting

4. Letters in the Air (sitting)



1. Make a letter "A" in air with one leg. Rest
   Do the same with the other leg. Rest.
2. Make a letter "B" in air with one leg. Rest.
   Do the same with the other leg. Rest.

Too easy?

- Do more letters in same way. Goal: Do all letters of the alphabet with each leg.
- Do several letters in a row with same leg. Relax. Repeat with other leg.
- Make bigger letters in the air.

5. Tap Dancing (sitting)



1. Tap one **heel forward** and return, **sideways** and return.
- Do the same with other foot.
- Do 2–3 more times with each foot.

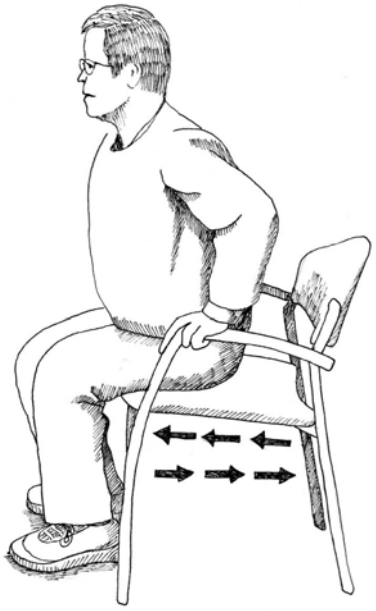
2. Tap **once** with one heel, then **once** with other heel.
   Repeat, alternating feet 2 - 3 more times.

Too easy?

- Slowly do more (up to 15 times each leg).
- Do it faster.
- Hold one arm up while tapping heels.
- If still too easy, hold both arms up while tapping heels.
- Say the days of the week forward then backward or the months of the year forward and then backward or count backwards by 3 from 100 or other fun brain activities while doing the heel taps.

SAIL© Home Activity Program – Level 1: Sitting

6. Buttock Walk (sitting)



1. Lift and shift one buttock **forward**, then other buttock forward (scooting) to move forward in chair.
- Do the same going **backward.**
- Do 2-3 more times forward and backward.

Too easy?

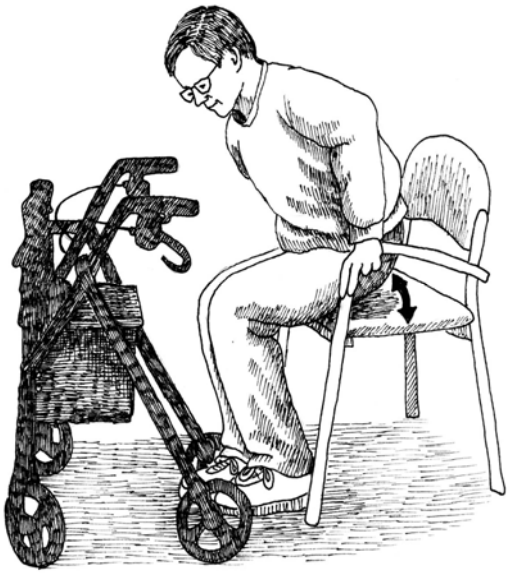
- Slowly do more (buttock walk forward and back, up to 15 times each direction).
- Hold one arm out to side while doing buttock walk.
- If still too easy, hold both arms out to side.
- Sing a song or recite a poem while doing the buttock walk.

7. Buttock Lifts and Sit to Stand

If needed, sit closer to the front of the chair.

Make sure your feet are close to the chair and far enough apart.

1. Put hands on armrests of chair or on thighs.
2. Lean forward. Push heels into floor as if going to stand. Hold. Relax. Do 2-3 more times.
3. This time, **lift** buttocks up off chair slightly. Feel the weight through your feet. Sit back down. Relax. Do 2-3 more times.



Too easy? Sit to Stand

- If using a walker, position it in front, with the brakes on.
- Place hands on armrests or thighs. Lean forward, feeling the weight through your feet. **Stand up**.
- Stand for 5 seconds, holding onto walker if needed.
- **Slowly** sit down. Reach back to hold onto armrests if needed. Repeat 2 to 3 times.

Too easy?

- Slowly do more (up to 15 buttock lifts and 15 stands).
- Slowly use your arms less until you can stand without using your arms at all.

SAIL© Home Activity Program – Level 2: Standing

Do only the activities you feel safe and comfortable doing.

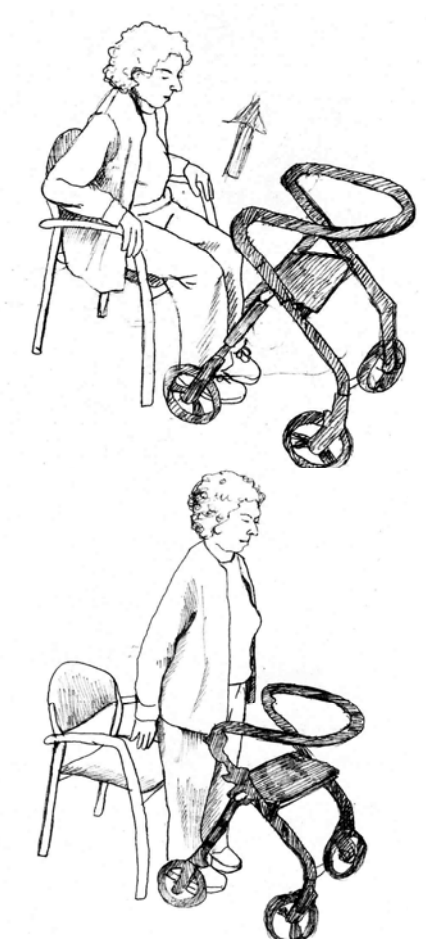
- Stand tall through all the activities, feet shoulder width (about 12" or 30 cm) apart.
- Hold position means hold position for 3 seconds (count thousand 1, thousand 2, thousand 3).
- Over time, add more activities until you are doing all 7 of them.
- Keep breathing normally. Do not hold your breath.
- If necessary, begin with a few of the activities but do them several times each day.
- Over time, hold on less to the sink or counter.
  - Hold on with one hand and only a few fingers of the other hand.
  - Hold on with just a few fingers of each hand.
  - Hold on with only one hand.
  - Hold on with just a few fingers of one hand.
  - Keep hands close to the sink or counter but don't hold on unless you need to.
- Over time, do more of each activity.

If any of these activities add to your pain or shortness of breath, stop and rest. Do less another day. Talk with your doctor or other health care professional.

1. Sit to Stand

Sit in a firm chair with armrests.
If you use a walker, put it in front of you and lock the brakes. If needed, sit closer to the front of the chair.
Make sure your feet are close to the chair and far enough apart.

1. Put your hands on armrest of chair or on your thighs.
2. Lean forward, feeling the weight through your feet.
3. **Stand up**. Stand for a few seconds (if needed, hold onto the walker or table or other furniture for help).
4. **Slowly sit** down (if needed, reach back for the armrests of the chair). Stand up 2-3 more times.

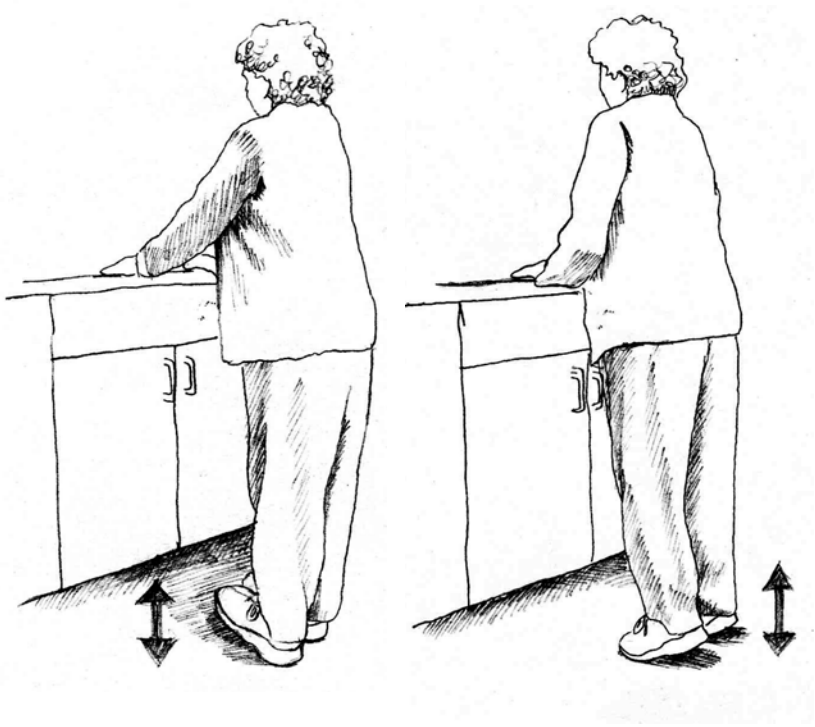


Too easy?

- Do more (up to 15 times. Rest. Work up to doing 15 more).
- Use your arms less.

SAIL© Home Activity Program – Level 2: Standing

2. Toe Taps and Up on Toes



Stand tall facing the sink. Hold on with both hands.

1. With **one** foot, keep heel on floor and **lift toes up**. Hold. Relax.

- Do with the **other foot**. Do 2-3 more times with each foot.

2. Go **up on toes** with **both feet**. Relax. Do 2-3 more.

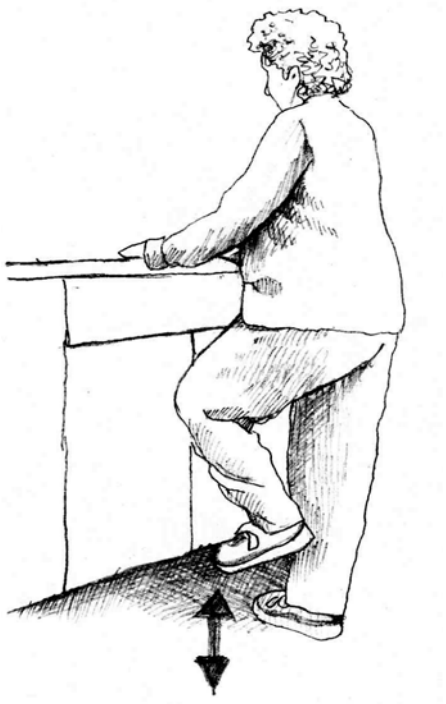
Too easy?

- Slowly do more (up to 15 each).
- Lift up toes of both feet together. Do **NOT** lean back.

Alternate with going up on toes.

- Slowly hold on less to the sink or counter.

3. Marching on the Spot



Stand tall facing the sink. Hold on with both hands.

1. March on the spot for 10 seconds. Rest.

- Do for another 10 seconds.

Too easy?

- Slowly do for longer - up to 2 minutes. Rest. Work up to marching for another 2 minutes.
- Raise your knees higher (but don't hit counter!).
- Slowly hold on less to the sink or counter.

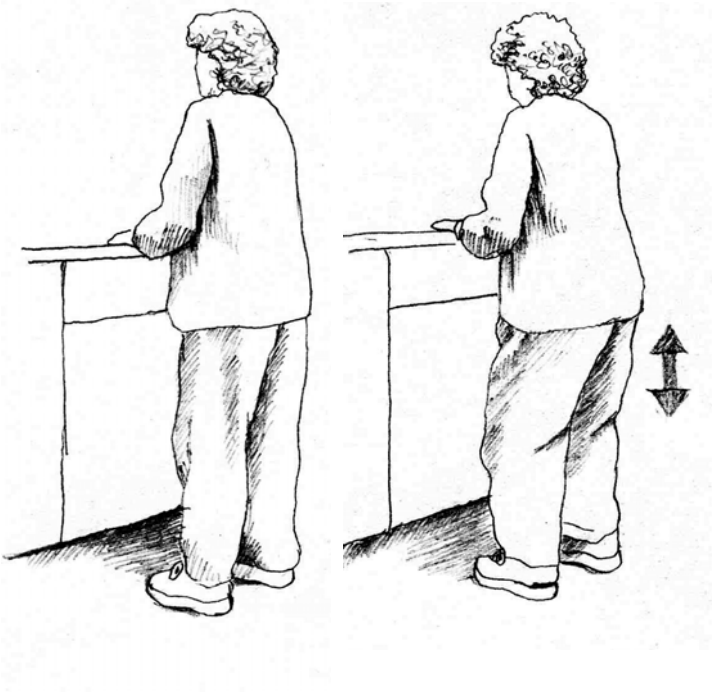
SAIL© Home Activity Program – Level 2: Standing

4. Mini Squats (small squat only)

Stand tall facing the sink.
Hold on to sink or counter firmly with both hands.

1. Stand with feet at least shoulder width apart. Push hips back and bend knees slightly as if starting to sit down.
   REMEMBER – do **NOT bend** too far – small squat only.

   Do not bend knees so far that your knees go past your toes. Hold.
2. Straighten up tall. Repeat 2 -3 times.



Too easy?

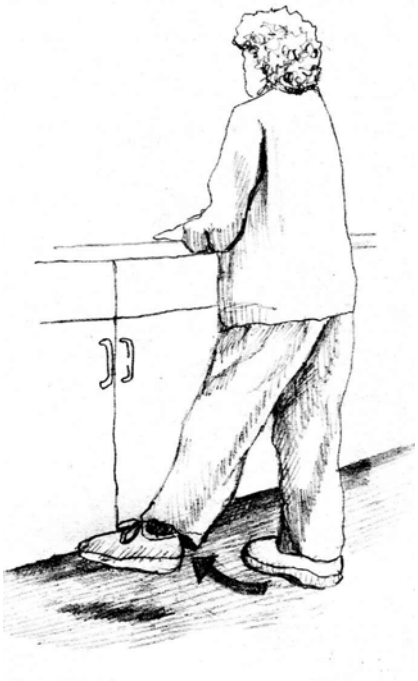
- Slowly do more (up to 15 times).
- Very slowly hold on less to the sink or counter.

5. Alternate Leg Out and In

Stand tall facing the sink. Hold on with both hands.

1. **Keeping toes pointed forward (not out)**, lift leg **slightly** out to side. Hold position. Don't move upper body.
2. Return to starting position.

- Do with **other** leg. Alternate 2-3 more times each leg.

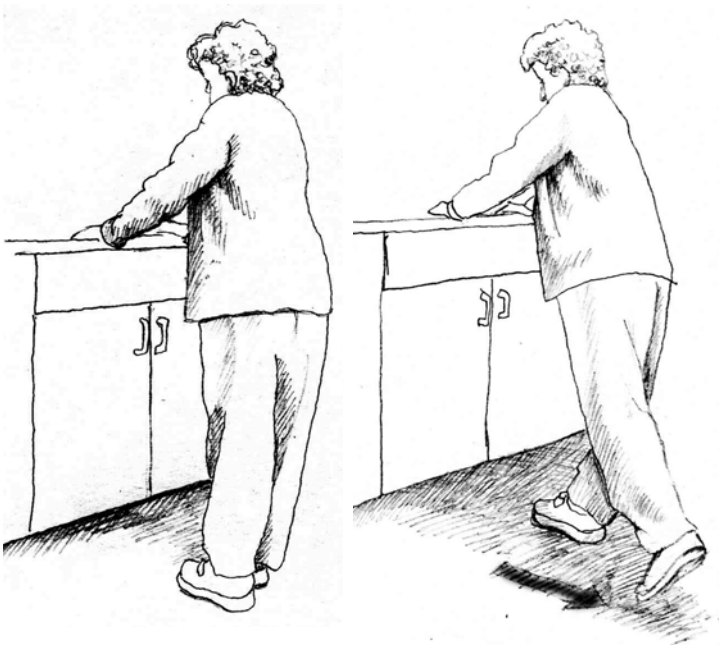


Too easy?

- Slowly do more (up to 15 times each leg. Rest. Work up to doing another 15 more each leg.
- Slowly hold on less to the sink or counter.

SAIL© Home Activity Program – Level 2: Standing

6. Alternate Leg Behind



Stand tall facing the sink. Hold on with both hands.

1. Lift toes on left leg. Keeping left knee straight (and toes up), move left leg slightly behind you.

   Do not lean forward. Hold.

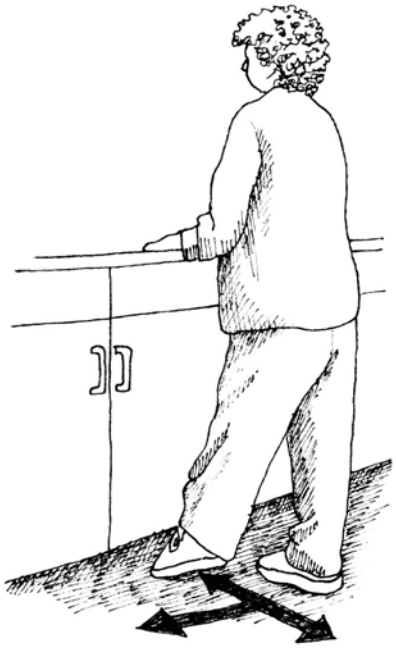
2. Return to starting position.

- Do with **other** leg. Alternate 2-3 more times each leg.

Too easy?

- Slowly do more (up to 15 each foot).
- Slowly hold on less to the sink or counter.

7. Step Dance and Feet Together



Stand tall facing sink. Hold on with both hands.

1. Step one foot sideways and return, backward and return, forward and return.

- Do with other foot. Alternate 2-3 more times each leg.

2. Step once with one foot and return, then once with other foot and return at different spots all around you.

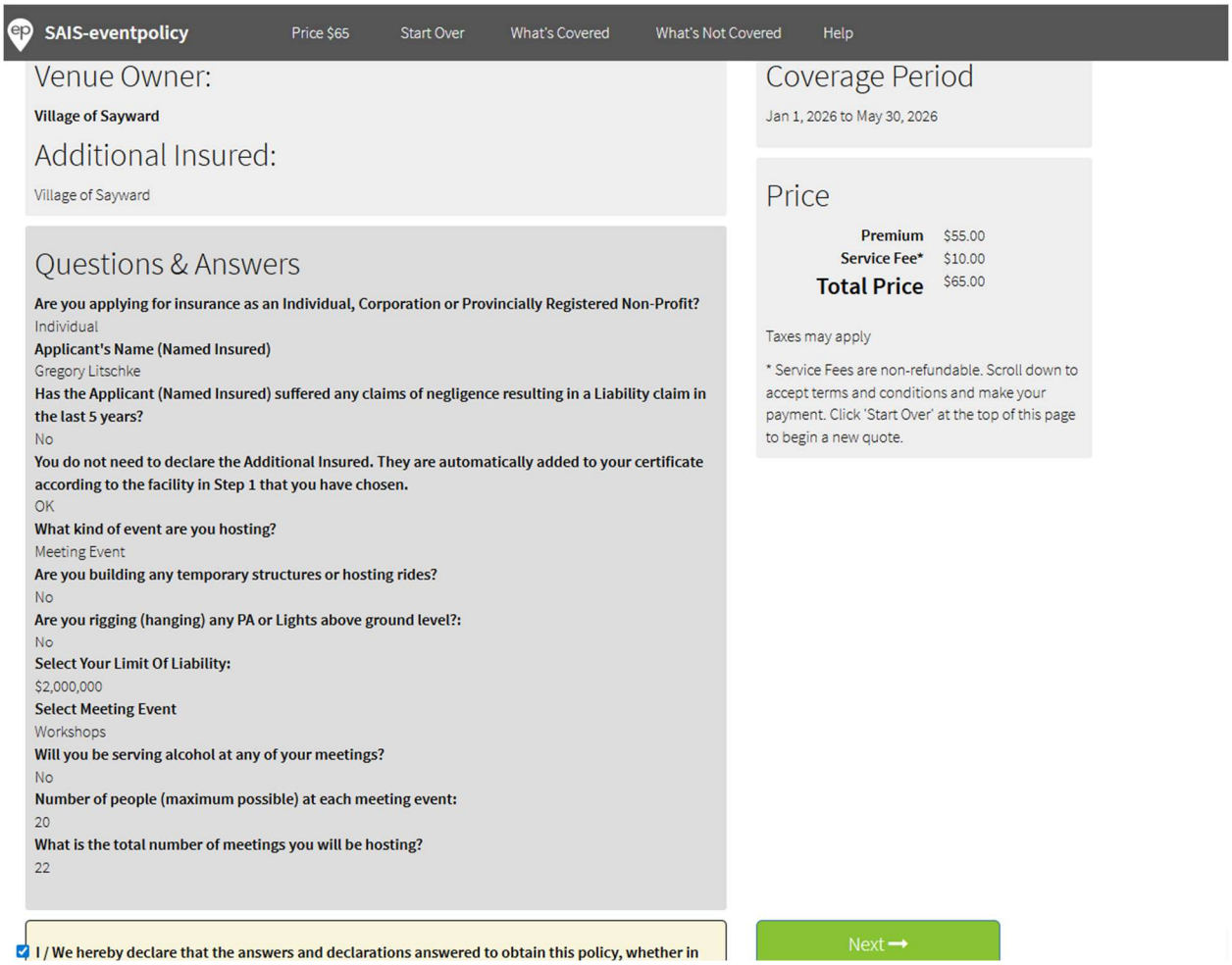
- Alternate feet, stepping 2-3 more times with each foot.

3. Move feet together. Hold position.

- Move feet apart. Move feet together. Hold position.

Too easy?

- Slowly do more (up to 15 steps each foot and 15 feet together).
- Slowly hold on less to the sink or counter.


SAIS-eventpolicy
Price $65
Start Over
What's Covered
What's Not Covered
Help
Venue Owner:
Village of Sayward
Additional Insured:
Village of Sayward
Questions & Answers
Are you applying for insurance as an Individual, Corporation or Provincially Registered Non-Profit?
Individual
Applicant's Name (Named Insured)
Gregory Litschke
Has the Applicant (Named Insured) suffered any claims of negligence resulting in a Liability claim in the last 5 years?
No
You do not need to declare the Additional Insured. They are automatically added to your certificate according to the facility in Step 1 that you have chosen.
OK
What kind of event are you hosting?
Meeting Event
Are you building any temporary structures or hosting rides?
No
Are you rigging (hanging) any PA or Lights above ground level?:
No
Select Your Limit Of Liability:
$2,000,000
Select Meeting Event
Workshops
Will you be serving alcohol at any of your meetings?
No
Number of people (maximum possible) at each meeting event:
20
What is the total number of meetings you will be hosting?
22
I / We hereby declare that the answers and declarations answered to obtain this policy, whether in
Coverage Period
Jan 1, 2026 to May 30, 2026
Price
Premium $55.00
Service Fee* $10.00
Total Price $65.00
Taxes may apply
* Service Fees are non-refundable. Scroll down to accept terms and conditions and make your payment. Click 'Start Over' at the top of this page to begin a new quote.
Next

	Village of Sayward	
	Title: Grant in Aid Policy	**Policy # 300-08**
	Category: Finance	

1.0 PURPOSE

To establish a policy and guidelines whereby financial or in-kind assistance can be provided to community groups and non-profit organizations who provide services or a benefit to the community, and any aspect of the community. Grants in aid and in-kind grants demonstrate Council's commitment to working with community groups which provide beneficial programs, services, or projects to the community while at the same time recognizing the financial constraints impacting the Village's ability to provide funding to these groups.

2.0 POLICY

This policy shall apply to all areas within the Village of Sayward ("Village") municipal boundaries. The Village recognizes the many not-for-profit organizations that provide valuable contributions to our community and this policy establishes eligibility requirements. Council will treat all organizations and groups fairly and consistently. The aim is to provide modest levels of support and assistance to community non-profit organizations.

3.0 DEFINITIONS

Benefitting area: means the Village of Sayward administrative/municipal boundary area.

Community group: includes voluntary groups, neighbourhood associations, service clubs, or other groups of individuals that are not registered with BC Corporate Registry and operate with no constitution or bylaws or any paid staff.

In-kind grant: means the provision of municipal property/facilities, materials or resources to an applicant, the waiver of permits or fees, and does not include the provision of cash funds to, or on behalf of, the applicant. While cash funds are not provided in relation to in-kind grants, it is recognized that such grants will involve either an expense or foregone revenue for the municipality. Each application for in-kind grants will include the estimated value of the application under consideration.

Registered non-profit organization: includes an organization, a society, an association, a registered charity, a cooperative or other group, either incorporated or unincorporated, registered with the BC Corporate Registry.

Village: means the Village of Sayward.

4.0 PROCEDURES

4.1 Who Can Apply

a.) The applicant must be a registered non-profit organization or community group of the benefitting area;

b.) The registered non-profit organization or community group must be locally based in the Village or must otherwise provide services or benefits to the Village. The grant in aid or in-kind grant requested must provide a specific service or benefit to the community or any aspect of the community.

c.) The registered non-profit organization or community group must be financially and administratively sound.

d.) Each applicant requesting a monetary grant in aid must demonstrate there is a need for financial assistance and that adequate funding from other sources is not available.

e.) All applicants that receive a grant in aid must provide a written report to Council that outlines the success of their activity and how the grant in aid funds were used within 12 months of the date the grant in aid is issued. Applicants that receive an in-kind grant are also encouraged to provide a written report to Council.

4.2 Application Restrictions

a.) Industrial, commercial, and/or business organizations are not eligible to apply.

b.) Grant in aids may not be used to subsidize activities that are the responsibility of senior levels of government.

c.) The grant in aid may not cover any of the following expenses:

i.) remuneration;

ii.) capital improvement to rented or leased premises; or

iii.) private enterprise

d.) Grant in aids cannot be used for political purposes or to fund groups or organizations whose primary purpose is of a political nature.

4.3 Application Process

a.) All qualifying organizations are required to complete the Grant-In-Aid application form attached to this policy as Appendix "A". Applications should include a summary of how the grant in aid will be used if granted. It should be noted that organizations may be required to make a presentation or provide further documentation to Council before any decisions are made.

b.) Incomplete applications will not be accepted and will be returned to the applicant.

c.) Village staff will present the application along with any background information to Council with a request for decision.

c.) All applicants will receive notification of the status of their application once reviewed by Council.

d.) The Village reserves the right to request a full accounting of any and all expenditures of authorized grant in aid funds.

4.4 Approval Criteria

a.) Purpose for which funding is requested;

b.) Overall benefit to the community as a whole, or any aspect of the community;

c.) Amount of the grant requested; and

d.) Whether or not there is available funding and/or resources for the grant requested.

4.5 Yearly allocation for grant funding

The amount of funds available for grant in aids/donations shall be determined by Council during the Financial Plan process each year. Council will retain the right to make the final decision on both the overall grant allocation and the individual grant.

5.0 REFERENCES /POLICY INTEGRATION

- *Fraser Valley Regional District,* Electoral Area Grant in Aid Guidelines and Application
- *City of West Kelowna,* Grants in Aid Policy
- *City of Rossland,* Community Grant Funding

6.0 APPROVAL HISTORY

ISSUED BY: CFO	**APPROVED BY:** Mayor & Council	**RESOLUTION NO:** R23/219	**DATE:** August 15, 2023

Signed by:

Mayor: Original signed by "Mark Baker"	Corporate Officer: Original signed by "Lisa Clark"
Date: 7 September 2023	Date: 7 September 2023

Bylaw 515, 2025

SCHEDULE C
KELSEY CENTRE

EQUIPMENT RENTAL *	PRICE	SECURITY DEPOSIT
Party tent(s) pending availability and costs from third party providers	varied	varied
Tables - 6 foot rectangular	$10.00 each	N/A
Chairs (folding)	$4.00 each	N/A
Popcorn machine - includes popcorn and bags (4 hour rental)	$75.00/day	$100.00
Coffee urn rental (coffee not included)	$25.00/day	$20.00

*** All Items are to remain on property for an event (the Kelsey Centre does not do off site rentals unless approved by Permit or Council)**

ROOM RENTAL *	PRICE	SECURITY DEPOSIT
Bar rental (renter responsible for own supplies and permit)	$150.00 half day	$75.00
Gym - Adult Activities-	$175.00 half day $350.00/day	$250.00
Gym - Child/Youth/Senior Activities	$150.00 half day $300.00/day	$250.00
Gym - Commercial Use	$200.00 half day $400.00/day	$350.00
Kitchen and bar rate	$200.00 half day $300.00/day	$350.00
Kitchen - use of all existing equipment (paper plates/cups and napkins excluded)	$150.00 half day $250.00/day	$350.00
Multipurpose room *See Recreation Manager for customized options*	$150.00 half day $250.00/day	$75.00
Labour-Set Up/breakdown or other	$30.00 Hour per person	N/A
Labour-Bartender/Server	$35.00 Hour per person	N/A

*** For Customized space rental options please contact the Recreation Manager directly.**

REPORT TO COUNCIL

To: Mayor and Council
From: Lisa Clark, CFO
Subject: **Budget Variance as of October 31, 2025**
Meeting date: November 18, 2025

BACKGROUND

Council approves a five-year financial plan bylaw annually, in accordance with Section 165 of the *Community Charter*. The financial plan (budget) allocates the financial resources needed to achieve the strategic goals and objectives of the Village as outlined in the Council approved Strategic Plan. Staff perform regular variance analyses of the revenues and expenditures as they relate to the 2025 financial plan, and a budget variance report is brought to Council for information and discussion approximately every 3 months. The budget variance report summarizes the approved budget, actual expenditures, and the variance between the two. It also shows comparisons to the previous year. Additionally, the budget variance report shows progress on the Council approved work plan, demonstrates that expenditures align with the approved Financial Plan, and that any variances are accounted for.

DISCUSSION

The Village's operational revenues and expenses as of October 31, 2025 are summarized below (Table A), with a column showing the variance to the 2025 approved budget, as well as a comparison to the same period in 2024. Detailed departmental revenues and expenditures are also attached to this report as Appendix A.

As of October 31, 2025 overall total revenues are sitting at 81.8% of the annual budget and overall total expenditures are sitting at 82.6% of the annual budget, which can be seen in the table below. An analysis of the operating budget indicates that overall revenues and expenditures as of October 31, 2025, are aligned with the current Financial Plan Bylaw. Projected expenditures to December 31, 2025 show that some reconciliations will be required at year end to address actuals. A follow up reconciliation report from staff will be forthcoming.

Notes on each summarized line item with additional information, both revenue sources and departmental expenditures, have been included after the table. Additionally, a detailed department by department document is attached at the end of this report (Appendix A).

Table A:

Summary	2024 Budget	2024 Actual to Oct 31, 2024	% of Budget	2025 Budget	2025 Actual to Oct 31, 2025	% of Budget
OPERATING REVENUE						
Taxation - General Municipal Purpose	**456,492**	**456,492**	**100.0%**	**625,395**	**627,642**	**100.4%**
Other Taxes	**15,008**	**5,632**	**37.5%**	**14,349**	**14,312**	**99.7%**
Federal Community Works Fund Grant	**75,149**	**0**	**0.0%**	**78,620**	**39,310**	**50.0%**
Provincial Gov't Grant - Small Community	**384,000**	**333,000**	**86.7%**	**368,500**	**335,000**	**90.9%**
LGCAP Grant	**120,373**	**120,373**	**100.0%**	**0**	**0**	**0.0%**
Interest & Tax Penalties	**13,275**	**10,237**	**77.1%**	**11,300**	**9,011**	**79.7%**
General Investment Income	**74,622**	**14,521**	**19.5%**	**85,750**	**42,161**	**49.2%**
Other Revenue	**48,850**	**46,252**	**94.7%**	**5,450**	**4,777**	**87.7%**
Licences, Permits & Fines	**12,100**	**4,625**	**38.2%**	**13,310**	**5,095**	**38.3%**
General Operating Grants	**259,980**	**69,708**	**26.8%**	**171,500**	**33,055**	**19.3%**
Sale of Service - Recreation Centre	**25,216**	**20,643**	**81.9%**	**22,528**	**9,562**	**42.4%**
Donations - Recreation Centre	**7,790**	**2,796**	**35.9%**	**13,950**	**1,668**	**12.0%**
Sale of Service - Other	**29,805**	**33,543**	**112.5%**	**37,407**	**20,015**	**53.5%**
Fire Rescue Revenue	**5,000**	**6,701**	**134.0%**	**0**	**0**	**0.0%**
RCMP Rent	**24,000**	**18,000**	**75.0%**	**25,000**	**20,900**	**83.6%**
RCMP Maintenance	**9,748**	**7,311**	**75.0%**	**9,748**	**8,124**	**83.3%**
Sewer Revenue	**98,561**	**98,766**	**100.2%**	**110,539**	**110,157**	**99.7%**
Water Revenue	**163,565**	**163,803**	**100.1%**	**201,151**	**177,634**	**88.3%**
Solid Waste Revenue	**52,654**	**49,162**	**93.4%**	**55,882**	**54,328**	**97.2%**
Total Operating Revenue	**1,876,188**	**1,461,566**	**77.9%**	**1,850,379**	**1,512,751**	**81.8%**
OPERATING EXPENDITURES						
Legislative Services	78,455	50,923	**64.9%**	57,400	49,492	**86.2%**
Administration	721,754	484,520	**67.1%**	659,540	743,100	**112.7%**
Election	13,363	0	**0.0%**	0	0	**0.0%**
Recreation Centre	300,388	216,074	**71.9%**	231,102	117,281	**50.7%**
Parks	39,410	24,094	**61.1%**	43,216	25,312	**58.6%**
Public Works	103,650	83,992	**81.0%**	107,791	70,249	**65.2%**
Roads	54,264	24,959	**46.0%**	47,620	21,885	**46.0%**
Drainage	14,325	9,242	**64.5%**	15,461	3,126	**20.2%**
Planning	23,479	13,819	**58.9%**	32,950	39,492	**119.9%**
Police	11,186	3,242	**29.0%**	10,492	6,508	**62.0%**
Fire	58,329	51,256	**87.9%**	44,000	3,522	**8.0%**
Emergency	9,123	2,570	**28.2%**	9,218	1,286	**14.0%**
Health Clinic	1,000	393	**39.3%**	1,000	401	**40.1%**
Solid Waste	48,500	44,120	**91.0%**	52,100	37,586	**72.1%**
Sewer Operations	102,052	62,320	**61.1%**	109,118	70,174	**64.3%**
Water Operations	190,928	138,610	**72.6%**	199,851	149,595	**74.9%**
Total Departmental Expenditures	**1,770,206**	**1,210,136**	**68.4%**	**1,620,859**	**1,339,008**	**82.6%**
Surplus/(Deficit) Before Amortization and transfers to Reserves	**105,982**	**251,430**		**229,520**	**173,742**	
Reserve transfers	120,205	202,356		141,983	102,673	
Surplus/(Deficit) as at October 31, 2025	**(14,223)**	**49,074**		**87,537**	**71,070**	

REVENUES

Taxation: Tax revenues for 2025 are approximately $172k higher than 2024 for total tax revenues of $627,642. Council will recall that this additional tax revenue was needed to balance the budget and allow transfers to water and sewer reserves, ensuring funds are set aside for critical infrastructure replacements. The additional tax burden to Village taxpayers was reallocated between the property classes during budget discussions with a heavier burden being placed on class 5 (light industry) and class 7 (managed forest land) than in previous years.

Other taxes: This line item includes the annual utilities tax for both BC Hydro ($4,136) and Telus ($1,543). It also includes payments in lieu of taxes (PILTs) received from the federal government for non-taxable exempt federal properties – RCMP and Coast Guard houses (4 properties total) as well as the Canada Post building – for a total of $8,633 for 2025. The 2024 actual figure is lower than 2025 owing to a delay in the posting of the PILTs for that year.

Federal Community Works Fund Grant: One half of the annual amount ($33,309) was received in August with the balance expected in December. This is a fixed revenue source that is confirmed.

Provincial Gov't Grant – Small Community: This annual amount cannot be easily determined during budget preparations and is provided by the Province. Staff previously reached out to the Province, and the following information was received: *The formula uses a 3-year rolling average of assessment per capita. The assessment per capita for each individual municipality is then compared against the provincial average assessment per capita of all municipalities. The formula determines the grant based on how a municipality's individual assessment per capita compares to the provincial average assessment per capita. As a municipality's assessment per capita approaches the provincial average, funding is reduced. The larger the gap between the two, the higher the funding. This measure is the formulas way of determining tax base robustness and is the most equitable way of allocating the funds between municipalities.* For 2025 the Village of Sayward received $335,000, which is $33,500 lower than the estimated budget of $368,500.

LGCAP Grant: $120,373 was received in advance in 2024 (for the years 2024, 2025, and 2026). These funds are sitting in a reserve fund and have been allocated to the Drainage project on MacMillan Drive.

Interest and Tax Penalties: This line item includes interest on delinquent and arrears property taxes as well as the annual tax penalty calculation for accounts that have not been paid by the property tax deadline. This is a variable line item as it depends on payments by taxpayers which can fluctuate from year to year depending on a variety of factors. This line item is trending lower than budget, but it is similar to 2024. Staff anticipate the budget for this line item will be adjusted for 2026.

General Investment Income: Most of the Village's cash is invested in a pooled high interest savings account provided by the Municipal Finance Authority (MFA) held by CIBC. Most of the Interest income on investment accounts for 2024 was not posted until November 2024 due to staff capacity in the office. For 2025, Staff completed the annual investment to the pooled high interest savings account at the beginning of August ($800,000) and interest income earned to the end of October 31, 2025 is $42,161.

Other Revenue: This includes tax certificate fees, lightning detection station lease fees, a home owner grant admin fee from the Province, Mid Island Co-op annual rebate funds, snow removal revenue, and other miscellaneous items. Total other revenue is consistent with the approved budget for 2025. 2024 included a $40,000 one-time grant from the Province for the implementation of the Indigenous Engagement Requirements in the Emergency and Disaster Management Act. This grant funding was passed along to the Strathcona Regional District (SRD) as part of a larger regional project.

Licenses, Permits and Fines: This total includes building permits ($1,782), business licenses ($2,755), and dog licenses ($558). These revenues are trending lower than budget but are similar to 2024. Staff anticipate the budget for this line item will be adjusted for 2026.

General Operating Grants: For 2025 the amount of $33,055 in the table represents grant funding of $13,600 for the Island Coastal Economic Trust project (carry forward from 2024) and grant funding of $19,455 for the Housing Needs Assessment project to cover related costs to date. Both grant funds offset the amounts spent year to date which are included in the contract labour line for 2025. Other grant funds are not posted until year-end once the annual costs for each project have been determined and reconciled.

For 2025 the following grants are included in the budget, all of which will be reconciled at year end:

Table B:

Local Government Housing Grant - Housing Needs Assessment	$100,000
LGMA Governance Grant	$ 25,000
Community Emergency Program Funding – Fire Department Equipment	$ 39,000
Recreation Grant – Age Friendly Van – From SRD	$ 5,000
Emergency Program Grant – From SRD	$ 2,500
Total	**$171,500**

Sale of Service – Recreation Centre: These revenues are trending lower than 2024 due to the suspension in early 2025 of municipally managed programs at the Kelsey Recreation Centre, and revenues are also trending lower than budget as the budget was nearing finalization right before Council's decision to suspend municipal run programs at the Centre. Some revenues collected at the beginning of the year, for example swimming lesson fees paid in advance, are being refunded to patrons as per Council resolution R25/235 where possible.

Donations – Recreation Centre: These revenues are trending lower than budget due to the closure of the Kelsey Centre.

Sale of Service – Other: This line item includes Sayward News advertising revenue ($1,955), municipal campground revenue ($11,990), and planning revenue (rezoning, subdivisions, and other development fees, for a total of $6,000). These revenues are trending lower than budget due to a reduction in use of the campground in 2025 and a reduction in development fees.

Fire Rescue Revenue: This line item is no longer part of the 2025 budget as the Sayward Volunteer Fire Department (SVFD) is now under the Strathcona Regional District (SRD).

RCMP Rent and RCMP Maintenance: Consistent with the approved 2025 budget.

Sewer Revenue, Water Revenue, and Solid Waste Revenue: Includes annual user fees, connection fees, and frontage tax. All revenues are on target with the 2025 budget apart from the water service. This can be attributed to a delay in commercial water metering and the associated water meter revenue that was included in the 2025 budget as a potential additional revenue source.

EXPENDITURES

Legislative Services: This includes Mayor and Council stipends and payroll costs, information technology (IT) costs, Council special projects, meetings and training, Council office supplies, and grants in aid. These expenditures are on target with the 2025 budget.

Administration: Total overall department expenses to October 31, 2025 are currently trending higher than the 2025 budget due to a few line items (legal, IT, contract labour, and recruitment costs). It should be noted that a portion of the total costs showing on the contract labour line item ($33,055) will be recovered with grant funding (i.e. Housing Needs Assessment grant, and Economic Development grant carried forward from 2024).

Election: No costs anticipated until the 2026 general election.

Recreation Centre: With the suspension of municipally run programs at the Kelsey Recreation Centre, expenditures on staffing and supplies have been reduced; however, there is still a cost to keep the building heated, insured, and maintained. Expenditures for 2025 are trending lower than the approved 2025 budget.

Parks: Includes wages, insurance, maintenance & repairs, supplies, and utility costs (electricity). These expenditures are on target with the 2025 budget.

Public Works: Includes all costs associated with the Public Works Department including wages, payroll costs, training and education, safety equipment, insurance, fuel, supplies and utilities (telephone, internet, and hydro). These expenditures are on target with budget.

Roads and Drainage: These costs include wages, maintenance and repairs, sand and salt, and street lighting. These expenditures are trending lower than budget overall.

Planning: 2025 expenditures are higher than budget and include contract labour costs related to rezoning, subdivisions, and other land use planning matters. The budget overage can be attributed to several files that needed more attention during the second half of 2025. 2024 expenditures reflect the reduction of planning work in the beginning of 2024 due to limited staff capacity.

Police: Includes building and maintenance costs. These costs are recovered monthly as part of the rent that the Village receives. These expenditures are on target with the 2025 budget.

Fire: Now that the SVFD falls under the SRD all shared expenditures will be paid by the regional district, with the Village portion (40%) being billed as part of the annual tax requisition for the Village. 2024 expenditure reflects costs before the service switched to the regional district, and 2025 expenditures are related to Fire Hall #1 building maintenance and insurance costs as this is a Village owned asset. The 2025 budget includes a grant funded project that will be reconciled at year-end.

Emergency and Health Clinic: Expenditures are trending lower than the 2025 budget.

Solid Waste, Sewer, and Water Operations: Includes wages, insurance, maintenance and repairs, utilities, water treatment plant costs, and contract labour. These expenditures are on target with the 2025 budget.

RESERVE BALANCES

The table below shows the opening balances of the Village's reserves on January 1, 2025, and the 2025 budgeted additions and approved withdrawals.

Table C:

Reserves (Appropriated)	Capital	Sewer Capital	Water Capital	Transportation Infrastructure	Community Works Fund	Climate Action	Growing Communities	Election
Opening Balance Jan 1, 2025	**2,186.00**	**5,767.00**	**-**	**758.00**	**343,385.00**	**205,466.00**	**654,638.00**	**7,302.00**
2025 Funding:								
- 2025 Community Works Fund Grant					78,620.00			
- 2025 Budgeted Transfer to Election Reserve								3,363.00
- 2025 Budgeted Transfers to Water & Sewer		30,000.00	30,000.00					
Projects and Expenditures Already Approved								
- Kelsey Centre Boiler Room Repairs					(35,000.00)		(45,000.00)	
- Lawnmower Replacement							(30,400.00)	
- Fire Department Capital Costs					(250,000.00)			
- Drainage Project						(200,000.00)	(265,000.00)	
Ending balance	**2,186.00**	**35,767.00**	**30,000.00**	**758.00**	**137,005.00**	**5,466.00**	**314,238.00**	**10,665.00**

Additional information requested

Staff were directed to provide Council with information on what has been spent on decorations and other items for the annual Christmas light-up event. Information for the last 4 years is provided below:

Year	Amount
2021	$ 724
2022	$ 639
2023	$ -
2024	$ 865
Total	**$ 2,228**

CONCLUSION & NEXT STEPS

As noted earlier in this report, projected expenditures to December 31, 2025 indicate that some reconciliations will be required at year end to address actuals. Staff will provide a follow up reconciliation report for Council at the December 2, 2025 Regular Council meeting.

Respectfully submitted,



Lisa Clark, CFO

Approved for Council package

Andrew Young, MCIP, RPP
Chief Administrative Officer

Attachments:

- **Appendix A – Detailed Revenues & Expenditures by Department**

Appendix A – Detailed Department Revenues and Expenditures

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
GENERAL REVENUE				
Revenue				
Taxation - General Municipal Purpose	456,492	458,159	625,395	627,642
Taxation - NMC				
Total Taxes	**456,492**	**458,159**	**625,395**	**627,642**
Utilities Tax - B.C. Hydro	4,132	3,879	3,880	4,136
Utilities Tax - Telus	2,004	1,753	1,755	1,543
Total Utilities Taxes	**6,136**	**5,632**	**5,635**	**5,679**
Federal Grant-in-lieu-of Taxes	8,872	7,922	8,714	8,633
Federal Community Works Fund Grant	75,149	78,620	78,620	39,310
Provincial Gov't Grant - Small Community	384,000	368,200	368,500	335,000
LGCAP Grant	120,373	120,373	0	0
HOG Administration Fee	2,100	2,125	2,100	2,134
Revenue - Other	1,250	2,475	1,250	1,896
Interest Income General	74,622	93,286	85,750	42,161
Interest on Arrears	13,275	2,890	2,600	1,419
Interest on Delinquent		1,146	1,200	634
Penalty on Current		7,743	7,500	6,959
Tax Sale Revenue	0	0	0	0
Total Other General Revenue	**679,641**	**684,778**	**556,234**	**438,145**
Total General Revenue	**1,142,269**	**1,148,569**	**1,187,263**	**1,071,466**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
OTHER GOVERNMENTS				
Revenue				
Comox Strathcona Waste Management	8,500	7,809	8,000	8,845
School Tax	100,000	105,431	106,000	113,725
Regional Hospital	21,000	19,711	20,000	20,373
BC Assessment Authority	2,600	2,697	2,700	2,912
Municipal Finance Authority	15	15	15	16
Regional District	16,500	17,147	85,000	80,859
Regional Library	14,700	16,844	16,768	16,970
Police Tax	18,000	21,727	22,000	22,608
Total Other Governments Revenue	**181,315**	**191,382**	**260,483**	**266,308**
Expenditure				
Requsitions - School Tax	100,000	105,431	106,000	111,275
Requisitions - Regional Hospital	21,000	19,711	20,000	20,400
B.C. Assessment Authority	2,600	2,697	2,700	2,915
Municipal Finance Authority	15	15	15	0
Regional District	16,500	17,147	85,000	81,001
Regional Library	14,700	16,844	16,768	16,768
Requisitions - Police Tax	18,000	21,727	22,000	22,160
Comox Strathcona Waste Management	8,500	7,809	8,000	8,864
Total Other Governments Expenditure	**181,315**	**191,382**	**260,483**	**263,381**
Net Other Governments	**0**	**0**	**0**	**2,927**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
MAYOR & COUNCIL				
Revenue				
Revenue - Other	0	0	0	0
Total Legislative Revenue	**0**	**0**	**0**	**0**
Expenditure				
Honorarium - Mayor	10,640	11,060	10,640	10,040
Honorarium - Councillors	32,960	27,948	32,960	30,400
Payroll Costs - Mayor & Council	900	990	1,200	1,416
Travel & Education - Council	22,350	18,912	1,500	518
Information Technology	4,400	6,168	6,250	5,484
Council - Insurance	0	0	0	0
Council - Special Projects	3,955	1,626	2,500	0
Grants in Aid	1,500	500	1,500	1,431
Council - Office Supplies/Expenses	1,750	302	850	203
Telephone & Cell Phone	0	0	0	0
Total Legislative Expenditure	**78,455**	**67,506**	**57,400**	**49,492**
Net Legislative	**(78,455)**	**(67,506)**	**(57,400)**	**(49,492)**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
ADMINISTRATION				
Revenue				
Grants - Admin	207,800	61,597	125,000	33,055
First Nations Relations Revenue	40,000	48,034	0	0
Area A Fire Administration Fee	2,500	2,500	0	0
Business Licenses	3,900	2,825	4,290	2,755
Dog Licenses & Fines	700	480	770	558
Photocopies & Fax	400	119	440	71
Sayward News Revenue	13,000	6,810	7,000	1,955
Revenue - Other	1,000	31,431	100	225
Transfer from Reserves	44,680	0	0	0
Total Administration Revenue	**313,980**	**153,797**	**137,600**	**38,619**
Expenditure				
Salaries & Wages - Admin	208,696	155,297	179,000	130,912
Salaries & Wages - Custodian	1,568	1,769	1,623	480
Salaries & Wages - Public Works	2,982	5,609	3,852	5,945
Payroll Costs: Admin & PW	55,812	44,646	62,098	49,974
Employee Recognition & Benefits	0	200	2,000	1,118
Recruitment/HR Costs	0	0	0	32,680
Travel & Education - Admin	6,500	5,301	5,500	5,353
Advertising	750	965	750	0
First Nations Relations Expenses	40,000	48,034	0	237
Sayward News	5,257	5,708	5,822	3,836
Internet	1,082	925	1,103	1,140
Postage	1,681	1,133	1,178	1,269
Audit	16,694	37,895	18,600	18,600
Legal	20,000	105,551	90,000	227,870
Information Technology	16,270	23,106	23,500	23,370
Bank Charges, Fees & Interest	3,605	5,045	5,146	3,221
Tax Sale Fees	1,030	0	0	588
Dues, Memberships & Subscriptions	4,635	3,503	4,635	5,734
Insurance - Building	2,864	3,292	3,621	3,050
Insurance - Liability	3,519	3,817	4,198	3,127
Maintenance & Repairs - Admin Office	2,060	1,436	1,500	1,357
Cleaning Supplies - Office	309	128	309	263
Office Supplies	5,665	4,060	4,200	4,454
Tax Printing	515	0	550	620
Business Travel/Meetings	515	143	515	15
Equipment - Admin Office	12,875	123	3,000	2,249
Contract Labour - Total	282,480	216,763	115,000	124,553
Copier - Rent & Supplies	6,695	7,130	7,272	6,997
Telephone & Cell Phone	4,532	4,308	4,532	3,800
Heating Fuel	6,267	10,840	8,000	1,847
Utilities	6,897	4,736	7,035	2,459
Contingency	0	0	95,000	75,982
Total Administration Expenditure	**721,754**	**701,461**	**659,540**	**743,100**
Net Administration	**(407,774)**	**(547,664)**	**(521,940)**	**(704,480)**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
ELECTION				
Revenue				
Revenue - Other	0	0	0	0
Transfer from Election Reserve	0	0	0	0
Total Election Revenue	**0**		**0**	**0**
Expenditure				
Salaries - Admin	0	0	0	0
Salaries - Public Works	0	0	0	0
Payroll Costs - Admin & PW	0	0	0	0
Election Expense	10,000	6,157	0	0
Transfer to Election Reserve	3,363	0	3,363	0
Total Election Expenditure	**13,363**	**6,157**	**3,363**	**0**
Net Election	**(13,363)**	**(6,157)**	**(3,363)**	**-**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
RECREATION CENTRE				
Revenue				
Grants - Recreation	0	5,000	5,000	0
Kelsey Centre Gift Certificates	30	120	0	0
Age Friendly Program Revenue	1,200	722	900	333
Swim Lesson Fees	2,730	4,024	0	429
Ten Pack	4,562	6,107	3,513	2,549
Single User - Pool	2,000	2,475	0	128
Single User - Gymnasium	200	583	400	358
Drop In Fitness Fees	600	143	400	61
Drop In Weight Room Fees	250	348	400	168
Monthly Passes	1,000	1,826	1,400	724
After School Program/Day Care Fees	1,400	2,837	2,750	1,152
Concession Sales	3,500	5,709	5,500	1,383
Pool Rental	3,000	1,905	0	0
Gym Rental	2,194	2,635	2,600	120
Room Rental	400	1,252	1,500	983
Rentals - Tables and Chairs	150	0	165	206
Birthday Party/Event Revenue	2,000	2,749	3,000	949
Revenue - Other	0	399	0	110
Kelsey Centre Van Donations	3,290	3,194	2,500	1,344
Special Event Revenue/Donations	4,500	3,191	4,950	144
Afterschool Program Donations	0	1,250	2,500	30
Teen Program Donations	0	3,350	4,000	150
Total Recreation Centre Revenue	**33,006**	**49,819**	**41,478**	**11,339**

Expenditure				
Operating Expenses				
Salaries - Admin	48,155	47,050	47,335	11,354
Wages - Recreation	33,732	56,176	29,722	27,486
Wages - Custodian	5,096	7,046	5,274	3,627
Wages - Lifeguards & Pool Maintenance	45,608	25,947	1,193	1,928
Payroll Costs: Admin & PW	27,957	26,200	16,841	10,966
Travel & Education - Recreation	3,800	3,843	2,000	382
Advertising	750	0	750	0
Information Technology	1,600	3,330	3,500	2,913
Bank Charges, Fees & Interest	475	597	600	425
Dues, Memberships & Subscriptions	600	966	1,000	472
Afterschool Supplies/Expenses	1,300	1,568	1,500	261
Concession	2,100	3,839	3,000	624
Seniors Special Events	250	60	250	0
Special Events Expense	4,000	6,238	4,000	212
Teen Program Expenses	0	4,440	4,000	1,350
Swim Lesson Expenses	650	506	0	107
M & R, Gas & Oil - Age Friendly Van	4,100	5,377	5,000	2,899
Office Supplies	1,500	2,540	2,000	566
Chemicals & Maintenance - Pool	5,000	13,070	2,025	1,312
Rec Centre Supplies	1,200	971	1,200	208
Business Travel/Meetings	650	0	650	205
Equipment - Recreation Centre	5,050	2,955	3,500	2,899
Telephone & Internet	2,805	2,190	2,861	1,812
Sub Total Operating Expenses	**196,478**	**214,928**	**138,201**	**72,007**
Building Expenses				
Salaries - Public Works	11,744	11,812	7,187	7,196
Insurance - Building	11,208	13,481	14,829	13,948
Insurance - Liability	1,441	1,452	1,597	2,344
Maintenance & Repairs - Recreation	26,000	13,295	19,500	4,219
Cleaning Supplies	1,000	1,528	850	494
Heating Fuel	24,928	43,063	25,813	7,388
Utilities	27,589	18,684	23,125	9,685
Sub Total Building Expenses	**103,910**	**103,314**	**92,900**	**45,274**
Total Recreation Centre Expenditure	**300,388**	**318,242**	**231,102**	**117,281**
Net Recreation Centre	**(267,382)**	**(268,424)**	**(189,624)**	**(105,942)**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
POLICE SERVICES				
Revenue				
RCMP Rent	24,000	24,000	25,000	20,900
RCMP Maintenance	9,748	8,115	9,748	8,124
Total Police Services Revenue	**33,748**	**32,115**	**34,748**	**29,024**
Expenditure				
Salaries - Public Works	2,972	1,335	2,777	338
Payroll Costs: Admin & PW	616	190	808	33
Insurance - Building	1,409	1,364	1,550	1,372
Insurance - Liability	192	192	211	195
Maintenance & Repairs - Police	1,500	1,437	1,500	82
Municipal Services Expense	4,497	3,597	3,645	4,488
Total Police Services Expenditu	**11,186**	**8,115**	**10,492**	**6,508**
Net Police Services	**22,562**	**24,000**	**24,257**	**22,516**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
ROADS				
Revenue				
Snow Removal Revenue	1,750	0	1,750	0
Total Roads Revenue	**1,750**	**0**	**1,750**	**0**
Expenditure				
Salaries - Public Works	8,289	5,134	4,628	2,092
Payroll Costs: Admin & PW	2,105	624	2,134	199
Maintenance & Repairs - Roads	10,000	4,866	10,000	3,603
Sand & Salt	7,500	2,951	4,500	0
Contract Labour	2,000	0	1,500	0
Utilities - Street Lighting	24,370	22,726	24,858	15,990
Total Roads Expenditure	**54,264**	**36,300**	**47,620**	**21,885**
Net Roads Services	**(52,514)**	**(36,300)**	**(45,870)**	**(21,885)**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
DRAINAGE				
Revenue				
Transfer from Reserves	0	0	0	0
Total Drainage Revenue	**0**	**0**	**0**	**0**
Expenditure				
Salaries - Public Works	3,469	3,045	4,628	1,179
Payroll Costs: Admin & PW	856	336	833	126
Maintenance & Repairs - Drainage	9,000	6,162	9,000	1,821
Contract Labour	1,000	0	1,000	0
Total Drainage Expenditure	**14,325**	**9,543**	**15,461**	**3,126**
Net Drainage	**(14,325)**	**(9,543)**	**(15,461)**	**(3,126)**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
SEWER				
Revenue				
Frontage Tax - Sewer Kelsey	6,032	6,032	6,032	6,032
Sewer User Fees	92,528	95,002	104,506	102,470
Sewer Connection Fees	0	0	0	500
Revenue - Other	0	286	0	1,154
Actuarial Adjustment - Sewer	0	3,139	0	0
Transfer from Reserves/General Surplus	0	0	0	0
Total Sewer Revenue	**98,561**	**104,459**	**110,539**	**110,157**
Expenditure				
Salaries - Admin	26,087	14,690	28,000	16,436
Salaries - Public Works	21,791	25,070	29,323	15,200
Payroll Costs: Admin & PW	12,239	6,995	12,674	7,937
Travel & Education - Sewer	5,000	655	1,000	175
Dues and Subscriptions	0	0	0	0
Insurance - Building	2,618	3,067	3,374	3,328
Insurance - Liability	522	480	574	488
Maintenance & Repairs - Sewer	12,000	11,558	12,000	9,984
Sewer Connection Costs	0	0	0	0
Equipment - Sewer	3,000	58	1,750	581
Contract Labour	3,000	240	3,500	3,029
Sewer Lease Fees	480	470	480	118
Utilities - Agitator, Lift Stations	9,282	10,206	10,411	6,866
Sewer Principal B/L #338	4,931	0	4,931	4,931
Sewer Interest B/L # 338	1,101	1,101	1,101	1,101
Total Sewer Expenditure	**102,052**	**74,591**	**109,118**	**70,174**
Net Sewer	**(3,491)**	**29,868**	**1,420**	**39,983**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
WATER				
Revenue				
Frontage Tax - Water Kelsey	2,075	2,075	2,075	2,075
Grants - Water	0	0	0	0
Water User Fees	161,490	164,962	199,076	174,658
Water Connection Fees	0	0	0	500
Revenue - Other	0	0	0	400
Actuarial adjustment	0	1,080	0	0
Transfer from Reserves/General Surplus	0		0	0
Total Water Revenue	**163,565**	**168,118**	**201,151**	**177,634**
Expenditure				
Salaries - Admin	26,087	14,690	28,000	16,436
Salaries - Public Works	34,693	48,947	46,285	37,233
Payroll Costs: Admin & PW	6,857	9,735	15,964	11,148
Travel & Education	4,000	1,454	2,000	574
Dues and Subscriptions	0	0	0	0
Insurance - Building	8,634	9,017	9,918	8,856
Insurance - Liability	577	577	635	586
Maintenance & Repairs - Water	8,000	7,767	8,000	9,915
Maintenance & Repairs - Plant	15,000	25,822	15,000	637
Chemicals - Water	25,500	34,332	32,000	29,140
Equipment - Water	10,000	11,096	20,000	1,004
Contract Labour	36,500	4,138	3,000	20,610
Water Lease Fees	2,040	2,050	2,081	1,900
Telephone & Internet	255	1,020	1,041	574
Utilities	10,710	13,581	13,852	8,906
Water Principal B/L #337	1,697	0	1,697	1,697
Water Interest B/L #337	379	379	379	379
Total Water Expenditures	**190,928**	**184,606**	**199,851**	**149,595**
Net Water	**(27,363)**	**(16,488)**	**1,300**	**28,038**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
PARKS				
Revenue				
Grants - Parks	0	0	0	0
Camping Revenue	13,905	16,789	18,467	11,990
Revenue - Other	0	0	0	0
Park Bench Revenue	1,500	0	1,500	0
Transfer from Reserves	0	0	0	0
Total Parks Revenue	**15,405**	**16,789**	**19,967**	**11,990**
Expenditure				
Wages - Custodian	784	454	811	466
Salaries - Public Works	18,879	10,813	18,154	15,513
Payroll Costs: Admin & PW	3,670	1,348	4,708	1,547
Advertising	275	0	150	0
Insurance - Building	867	923	954	1,119
Insurance - Vehicles	739	787	739	911
Maintenance & Repairs - Parks	2,500	3,549	3,000	713
Cleaning Supplies	500	106	300	123
M & R - Equipment	3,000	727	3,000	109
Diesel & Oil - Kubota Mower	750	2,150	2,500	653
Supplies - Parks	2,100	2,082	2,100	1,004
Equipment - Parks	1,500	1,563	1,500	0
Contract Labour	1,000	0	1,000	758
Park Bench Expense	500	0	1,400	0
Utilities	2,346	2,878	2,900	2,398
Total Parks Expenditure	**39,410**	**27,379**	**43,216**	**25,312**
Net Parks	**(24,005)**	**(10,590)**	**(23,248)**	**(13,322)**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
SOLID WASTE				
Revenue				
Solid Waste User Fees	48,744	50,258	51,182	53,094
Recycling Revenue	500	884	500	1,210
Revenue - Other	3,410	4,540	4,200	25
Transfer from Reserves	0	0	0	0
Total Solid Waste Revenue	**52,654**	**55,682**	**55,882**	**54,328**
Expenditure				
Insurance - Building	0	0	0	36
Maintenance & Repairs - Solid Waste	500	0	500	24
Contract Labour	2,000	2,600	2,600	0
Waste Disposal & Tipping Fees	46,000	48,021	49,000	37,527
Total Solid Waste Expenditure	**48,500**	**50,621**	**52,100**	**37,586**
Net Solid Waste	**4,154**	**5,061**	**3,782**	**16,742**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
PUBLIC WORKS				
Revenue				
Revenue - Other	250	330	250	427
Transfer from Reserves	0	0	0	0
Total Public Works Revenue	**250**	**330**	**250**	**427**
Expenditure				
Salaries - Public Works	41,969	55,652	55,364	32,235
Payroll Costs: Admin & PW	10,553	13,718	10,557	9,169
Travel & Education - Public Works	1,500	0	1,500	1,839
PPE & Safety Equipment	0	0	0	0
Dues, Memberships & Subscriptions	800	500	800	833
Insurance - Building	1,401	1,473	1,541	1,766
Insurance - Liability	2,498	2,306	2,748	2,540
Insurance & Licenses - Vehicles	4,457	4,609	4,701	4,752
M & R - Public Works	2,500	2,281	2,500	1,720
M & R - Tractor and Dump Truck	3,000	3,689	3,000	34
Diesel & Oil - Tractor and Dump Truck	1,000	86	750	750
Gas & Oil - Public Works Trucks	5,000	5,831	5,800	2,757
M & R - Public Works Trucks	4,000	5,456	5,500	142
Office Supplies	500	1,026	1,000	750
General Supplies	2,500	2,785	2,500	2,187
Business Travel/Meetings	500	0	500	0
Equipment	2,500	2,299	2,500	1,890
Telephone & Internet	2,499	2,687	2,650	3,730
Utilities	2,754	2,121	2,300	1,575
MFA Principal - Truck Loan	13,642	0	1,573	1,573
MFA Interest - Truck Loan	76	480	7	6
Total Public Works Expenditure	**103,650**	**106,998**	**107,791**	**70,249**
Net Public Works	**(103,400)**	**(106,668)**	**(107,541)**	**(69,822)**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
PLANNING & BUILDING INSPECTION				
Revenue				
Building Permits	7,500	1,450	8,250	1,782
Planning Fee Revenue	1,000	17,884	10,000	6,000
Total Planning Revenue	**8,500**	**19,334**	**18,250**	**7,782**
Expenditure				
Building Inspections	7,500	3,370	3,750	3,625
Planning & Rezoning Costs	4,500	12,613	10,000	11,236
Contract Labour	10,000	21,499	18,000	20,020
Payroll Costs	1,479	1,018	1,200	4,610
Total Planning Expenditure	**23,479**	**38,500**	**32,950**	**39,492**
Net Planning	**(14,979)**	**(19,167)**	**(14,700)**	**(31,710)**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
EMERGENCY PLANNING				
Revenue				
Grants - Emergency Program	2,500	2,800	2,500	0
Revenue - Other	0	0	0	0
Total Emergency Planning Revenue	**2,500**	**2,800**	**2,500**	**0**
Expenditure				
Stipend - Municipal Emergency Program	3,600	900	3,600	0
Payroll Costs - Emergency Program	120	0	120	0
Travel & Education - Emergency Program	2,000	0	2,000	0
Insurance - Building & Equipment	714	241	750	751
Insurance - Liability	1,189	178	1,248	535
Municipal Emergency Program Expenses	1,500	0	1,500	0
Equipment - Emergency Program	0	0	0	0
Emergency Program Projects	0	254	0	0
Total Emergency Planning Expenditure	**9,123**	**1,573**	**9,218**	**1,286**
Net Emergency Planning	**(6,623)**	**1,227**	**(6,718)**	**(1,286)**

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
HEALTH CENTRE				
Revenue				
Revenue - Other	0	0	0	0
Total Health Centre Revenue	**0**	**0**	**0**	**0**
Expenditure				
Maintenance and Repairs - Health Clinic	1,000	571	1,000	82
Insurance - Building	0	0	0	320
Total Health Centre Expenditure	**1,000**	**571**	**1,000**	**401**
Net Health Centre	**(1,000)**	**(571)**	**(1,000)**	**(401)**

REPORT TO COUNCIL

For: Mayor and Council
Prepared by: Andrew Young, MCIP, RPP, Chief Administrative Officer
Subject: **Council Member Appointments (e.g., Committees and Boards)**
Meeting date: November 18, 2025

BACKGROUND

The purposes of this report are to present the list of current appointments of members of Sayward Council for example to Committees and Boards within and outside the Village of Sayward, and to seek re-affirmation of the current appointments.

DISCUSSION

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

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

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

CURRENT APPOINTMENTS

INSTITUTION/ENTITY	VILLAGE APPOINTEE	ALTERNATE
Strathcona Regional District Board (SRD)	Mayor Baker, current SRD Chair	Councillor Johnson
Vancouver Island Regional Library Board (VIRLB)	Councillor Coates, member	Mayor Baker
Comox Strathcona Waste Management Board (CSWMB)	Mayor Baker, current CSWMB Co-Chair	Councillor Johnson
Comox Strathcona Regional Hospital District Board (CSRHDB)	Mayor Baker, member	Councillor Poulsen
Mid Island Forest Lands Advisory Group (MIFLAG)	Councillor Burchett, member	Councillor Johnson
Deputy Mayor - Village of Sayward Council	Councillor Johnson	Not Applicable

CONCLUSION AND NEXT STEPS

As noted, the purposes of this report are to:

1. Present the list of current appointments of members of Sayward Council to Committees and Boards within and outside the Village of Sayward; and
2. Seek re-affirmation of these appointments for the remainder of the current Sayward Council's term.

RECOMMENDATION/S

THAT Council re-affirms the appointments of members of Sayward Council to Committees and Boards within and outside the Village of Sayward for the remainder of the current Sayward Council's term.

Respectfully submitted,

Andrew Young, MCIP, RPP
Chief Administrative Officer

REPORT TO COUNCIL

For: Mayor and Council
Prepared by: Andrew Young, MCIP, RPP, Chief Administrative Officer
Subject: **Proposed Regular Council Meeting Dates for 2026**
Meeting date: November 18, 2025

BACKGROUND

The purpose of this report is to seek Sayward Council's approval of Regular Council Meeting Dates for 2026.

DISCUSSION

Council needs to set the schedule for Regular Council Meetings for the coming year. Pursuant to Section 5 of the Village of Sayward Council Procedure Bylaw No. 416:

> *"Regular Council meetings must be held on a schedule that generally follows the first and third Tuesday of each month, and begin at 7:00 pm"*

This pattern has worked well in the past for Sayward Council however, it has been recently suggested that changing the meeting dates to the second and fourth Tuesdays of each month would help improve communicating Council decisions to the Strathcona Regional District (SRD) Board for consideration.

Attached to this report are two meeting schedule options for Council to consider, being:

1. Schedule that generally follows the first and third Tuesday of each month; and
2. Schedule that generally follows the second and fourth Tuesday of each month

If Council chooses the second option, then staff will bring forward a proposed amendment to Bylaw 416 for Council to consider in the near future.

CONCLUSION AND NEXT STEPS

As noted, the purpose of this report is to seek Sayward Council's approval of Regular Council Meeting Dates for 2026. Two meeting schedule options are attached for Council to consider.

RECOMMENDATION

THAT Council adopts a Regular Meeting Schedule for 2026.

Respectfully submitted,

Andrew Young, MCIP, RPP
Chief Administrative Officer

Attachments:

1. Potential Regular Council Meeting Schedule for 2026 – as per Council Procedure Bylaw No. 416 that generally follows the **first and third** Tuesday of each month.

2. Potential Regular Council Meeting Schedule for 2026 – that generally follows the **second and fourth** Tuesday of each month.

Village of Sayward

Notice of Regular Council Meetings

Pursuant to section 5(1) of the Council Procedure Bylaw, Regular Council meetings for the Village of Sayward will be held on the **first** and **third** Tuesdays of each month, beginning at 7:00pm. Meetings will be held in Council Chambers located at 652 H'Kusam Way, Sayward, BC

The Village of Sayward Regular Council Meetings for the year 2026 will be as follows:

January	Tuesday	6	
January	Tuesday	20	
February	Tuesday	3	
February	Tuesday	17	
March	Tuesday	3	
March	Tuesday	17	
April	Tuesday	7	
April	Tuesday	21	
May	Tuesday	5	
May	Tuesday	19	
June	Tuesday	2	
June	Tuesday	16	
July	Tuesday	7	
August	Tuesday	4	
September	Tuesday	1	
~~**September**~~	~~**Tuesday**~~	~~**15**~~	*Date overlaps with UBCM Convention 2026*
October	Tuesday	6	
October	Tuesday	20	
November	Tuesday	3	
November	Tuesday	17	
December	Tuesday	1	

Option 1 - 1st & 3rd

Notes:

1. 2026 Local Government Elections
    - Advanced Voting on Wednesday, October 7, 2026
    - General Voting on Saturday, October 17, 2026
    - Inaugural Council meeting Tuesday, November 3, 2026 (TBC)
2. Association of Vancouver Island and Coastal Communities (AVICC) Convention 2026, April 24-26 in Victoria
3. UBCM Convention 2026, September 14-18 in Vancouver
4. Local Government Leadership Academy Elected Officials Series – TBD

Village of Sayward

Notice of Regular Council Meetings

Regular Council meetings for the Village of Sayward will be held on the **second** and **fourth** Tuesdays of each month, beginning at 7:00pm. Meetings will be held in Council Chambers located at 652 H'Kusam Way, Sayward, BC

The Village of Sayward Regular Council Meetings for the year 2026 will be as follows:

January	Tuesday	13
January	Tuesday	27
February	Tuesday	10
February	Tuesday	24
March	Tuesday	10
March	Tuesday	24
April	Tuesday	14
April	Tuesday	28
May	Tuesday	12
May	Tuesday	26
June	Tuesday	9
June	Tuesday	23
July	Tuesday	14
August	Tuesday	11
September	Tuesday	8
September	Tuesday	22
October	Tuesday	13
October	Tuesday	27
November	Tuesday	10
November	Tuesday	24
December	Tuesday	8

Option 2 - 2nd & 4th

Notes:

1. 2026 Local Government Elections
    - Advanced Voting on Wednesday, October 7, 2026
    - General Voting on Saturday, October 17, 2026
    - Inaugural Council meeting Tuesday, November 3, 2026 (TBC)
2. Association of Vancouver Island and Coastal Communities (AVICC) Convention 2026, April 24-26 in Victoria
3. UBCM Convention 2026, September 14-18 in Vancouver
4. Local Government Leadership Academy Elected Officials Series – TBD