VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING AGENDA
January 27, 2026 - 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 **January 27, 2026**, be approved [as presented **or** as amended].
5. **Minutes of Previous Meetings**

   Note: The minutes from the Regular Council meeting held on December 2, 2025 were adopted with amendments at the January 13, 2026 Regular Council meeting. However, upon subsequent review of the video recording, it was determined that the amendments were not accurate.

   Recommended Resolutions:

   a) THAT the minutes from the **Regular Council Meeting** held on **December 2, 2025**, be adopted [as presented **or** as amended].

   b) THAT the minutes from the **Special Council Meeting** held on **January 11, 2026**, be adopted [as presented **or** as amended].

c) THAT the minutes from the **Regular Council Meeting** held on **January 13, 2026**, 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) Comox Strathcona Waste Management (CSWM) letter to Municipal Partners regarding tipping fee increase, dated January 8-2026

b) Cops for Cancer 2025 Impact Report

c) Rural Coordination Centre BC

d) Heritage BC - Heritage Week February 16 – 22, 2026

8. **Council Reports – None**

9. **Reports of Committees – None**

10. **Mayor's Report – None**

11. **Unfinished Business**

a) Request for Council Support – BC Coastal Marine Strategy dated December 4-2025

i. Request

ii. Motion for Consideration

iii. Coastal Marine Strategy Brief

Proposed Resolution/s

WHEREAS in July 2024, following extensive consultation with First Nations and stakeholders, the Province of British Columbia released its first ever Coastal Marine Strategy, providing a 20-year vision of a "diverse, productive and resilient coastal marine environment that is valued in its own right and that supports the prosperity, health and well-being of coastal communities now and into the future";

WHEREAS the Coastal Marine Strategy details nine important goals (diverse marine life; abundant wild Pacific Salmon; a clean coast; climate-ready communities; a sustainable coastal economy; vibrant coastal communities; trusting, respectful relationships; a robust tool kit; and integrated and balanced management), but does not have the force of law, and codifying the Strategy into law would support its success and longevity rather than leaving it dependent on the priorities of the government of the day:

THEREFORE BE IT RESOLVED THAT Council directs the Mayor to urge the Provincial Government to enshrine the BC Coastal Marine Strategy into law.

12. Staff Reports

a) Financial Plan 2026-2030 Proposed New Schedule

i. Report to Council - Financial Plan 2026-2030 Proposed New Schedule

Recommended Resolution/s

1. THAT Council approve the following new dates for Committee of the Whole meetings for Financial Planning purposes:
   Tuesday, February 17, 2026, at 6 pm
   Tuesday, March 17, 2026, at 6 pm
   Tuesday, March 31, 2026, at 6 pm

b) Video Recording Council Meetings – Reconsideration of Council Resolution

i. Report to Council – Video Recording Council Meetings - Reconsideration of Council Resolution

ii. Report to Council – Meeting Recording dated November 5-2024

Recommended Resolution/s

1. THAT Council consider rescinding resolution R24/T75.

2. THAT Council directs staff to resume posting video recordings of Village of Sayward open Council meetings to YouTube as soon as practicable.

c) 2026 Growing Canada's Community Canopies Regional Grant Application

i. Report to Council – Regional Grant Opportunity - Growing Canada's Community Canopies

ii. Growing Canada's Community Canopies – Urban Forestry Plans and Studies - Application Guide

Recommended Resolution/s

1. THAT the Village of Sayward Council support the Strathcona Regional District's application to the 2026 Growing Canada's Community Canopies grant fund to complete a regional equity-focused tree planting prioritization study.

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

14. Bylaws

a) Five Year Financial Plan Amendment Bylaw No. 519, 2025

i. Bylaw 519-2025 Five Year Financial Plan Amendment

Recommended Resolution/s

1. THAT Five Year Financial Plan Amendment Bylaw No. 519, 2025 be adopted.

15. New Business

a) Sayward Futures Society – Request for Destination BC Sponsor Confirmation Letter

i. Sayward Futures Society – Destination BC Verification

ii. Destination BC Sponsor Confirmation letter template

iii. Appendix 1 – Visitor Services Network Program Requirements

Recommended Resolution/s

1. THAT Council directs staff to complete the Sponsor Confirmation Letter recognizing Sayward Futures as the lead organization recognized by the Village of Sayward for the provision of our community's visitor services for the term of _____ year(s).

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:

a) 90(1)(c) labour relations or other employee relations.
b) 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.
c) 90(1)(m) a matter that, under another enactment, is such that the public may be excluded from the meeting.

18. Adjournment

a) THAT the Village of Sayward Council adjourns its January 27, 2026 Regular Meeting.

Time: _____ .

VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING MINUTES
December 2, 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 (via Teams)
Councillor Jason Johnson
Councillor Sue Poulsen

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

1. **Call to Order**

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

2. **Public Input**

   a) Maureen Haslehurst of 520 MacMillan Drive stated that there is a Facebook post quoting $500,000 and counting has been spent on legal fees. Ms. Haslehurst inquired if there is still a leak of confidential information.

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

4. **Approval of Agenda**

   MOTION R25/290
   MOVED AND SECONDED
   THAT the agenda for the Regular Meeting of Council for **December 2, 2025**, be approved as presented.

   Opposed Cllr Burchett **CARRIED**

5. Minutes of Previous Meetings

MOTION R25/291
MOVED AND SECONDED
THAT the minutes from the **Regular Council Meeting** held on **November 18, 2025**, be adopted as presented.

CARRIED

6. Petitions and Delegations – None

7. Correspondence

a) Recent documentation and letters concerning proposed Professional Reliance Act

i. Email from George Anderson MLA regarding proposed Professional Reliance Act dated November 14, 2025 with attachments

ii. Briefing Note Q&A re proposed Professional Reliance Act

iii. Homes for Living email dated November 10, 2025 re proposed Professional Reliance Act

iv. UDI-CV Board of Trade letter dated November 14, 2025 re proposed Professional Reliance Act

v. Opinion piece from George Anderson MLA re proposed Professional Reliance Act dated November 5, 2025

vi. UBCM newsletter dated November 19, 2025 encouraging Local Governments to respond to proposed Professional Reliance Act

vii. City of Pitt Meadows letter dated November 26, 2025 expressing concern with proposed Professional Reliance Act

viii. Lidstone & Co bulletin dated November 19, 2025 expressing concern with proposed Professional Reliance Act

ix. Vancouver Sun article dated November 14, 2025 regarding proposed Professional Reliance Act

b) UBCM Small Community Representative letter dated November 20, 2025.

MOTION R25/292
MOVED AND SECONDED
THAT staff reach out to connect with Aidan McLaren-Caux, our UBCM Small Community Representative.

Opposed Cllr Burchett **CARRIED**

c) Media Statement from Village of Sayward and SRD dated November 25, 2025 regarding Water Conservation and Landslide Update (includes photographs of the Newcastle Creek logjam)

8. Council Reports – None

9. Reports of Committees – None

10. Mayor's Report – None

11. Unfinished Business – None

12. Staff Reports

a) Council Procedure Bylaw 416-2015 Amendment

i. Report to Council - Amendment to Bylaw 416, 2015 Council Procedure Bylaw

ii. Bylaw 518-2025 Council Procedure Bylaw Amendment

iii. Public Notice to Amend Bylaw 416-2015 Council Procedure Bylaw

MOTION R25/293
MOVED AND SECONDED
THAT Council Procedure Amendment Bylaw No. 518, 2026 be given first, second, and third reading.

Opposed Cllr Burchett, Cllr Poulsen CARRIED

MOTION R25/294
MOVED AND SECONDED
THAT Staff post notice of the proposed amendment on the Village's public notice board, in the January 2026 Sayward News, on the Village website, and on the Village's Facebook page; and,

THAT Staff provide Council with a summary of any public comments received on the proposed amendment before final adoption.

Opposed Cllr Burchett, Cllr Poulsen CARRIED

b) Sayward Royal Canadian Legion (RCL) Service Agreement - Share Shed

i. Report to Council – Sayward RCL Service Agreement - Share Shed

ii. Draft Service Agreement – Share Shed 2026

MOTION R25/295
MOVED AND SECONDED
THAT Council approves the renewal of the Share Shed Service Agreement between the Village of Sayward and the Sayward Royal Canadian Legion for two (2) years starting January 1, 2026; and,

THAT Council authorizes the Mayor and Corporate Officer to execute the Share Shed Service Agreement on behalf of the Village.

CARRIED

c) Sayward News Re-Imagined

i. Report to Council – Sayward News Re-Imagined

ii. Bylaw 451 – Fees and Charges – Appendix General Administration

iii. Bylaw 451 – Fees and Charges Amendment – Appendix B Sayward News

iv. Gerald Whalley email re Sayward News – possible new model

MOTION R25/296
MOVED AND SECONDED
THAT Council approves the proposed adjustments to the content and distribution of the Sayward News as described in this report to Council.

Opposed Cllr Burchett, Cllr Poulsen CARRIED

MOTION R25/297
MOVED AND SECONDED
THAT adjustments to the Sayward News be deferred until discussions can be held in 2026.

Opposed Mayor Baker, Cllr Coates, Cllr Johnson DEFEATED

d) Financial Plan 2026-2030

i. Report to Council – Financial Plan 2026-2030

MOTION R25/298
MOVED AND SECONDED
THAT Council schedule the following dates for Committee of the Whole meetings for Financial Planning purposes:

Tuesday, February 3, 2026, at 6 pm
Tuesday, February 17, 2026, at 6 pm
Tuesday, March 3, 2026, at 6 pm

Opposed Cllr Burchett, Cllr Poulsen CARRIED

e) Financial Projection to December 31, 2025

i. Report to Council – Financial Projection to December 31, 2025

MOTION R25/299
MOVED AND SECONDED
THAT Council approves the following amendments to the 2025-2029 Financial Plan:

a. Deferment of the 2025 capital reserve transfers for water and sewer.
b. A transfer of up to $80,000 from the Growing Communities Fund Reserve for equipment purchases in 2025.

c. The use of unappropriated surplus for any remaining deficit in 2025; and,

THAT Council direct staff to prepare a Revenue Anticipation Bylaw for 2026 for Council consideration.

Opposed Cllr Burchett, Cllr Poulsen CARRIED

f) Revenue Anticipation Bylaw

i. Report to Council – Revenue Anticipation Bylaw
ii. Bylaw 517 – Revenue Anticipation Bylaw 2026

MOTION R25/300
MOVED AND SECONDED
THAT Council gives first, second, and third reading to Revenue Anticipation Bylaw No. 517, 2026; and,

THAT Council authorizes the Mayor and Chief Financial Officer to sign the necessary forms to procure short-term financing from the Municipal Finance Authority.

Note: Councillor Burchett started to make a statement which Mayor Baker ruled was not relevant to the consideration of the proposed bylaw. Councillor Burchett continued to interject notwithstanding Mayor Baker's attempts to restore order to the meeting. Mayor Baker called a 10-minute recess of the meeting at 7:28 pm. The RCMP escorted Councillor Burchett out of the Council meeting at 7:35 pm.

Note: The meeting was scheduled to resume at 7:38 pm; however, a technical issue with the telecommunications equipment had arisen which took several minutes to resolve. The technical issue was resolved at around 7:50 pm, and the Council meeting resumed at 7:53 pm.

The Motion was **CARRIED**

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

14. Bylaws – None

15. New Business – None

16. Public Question Period

a) Maureen Haslehurst of 520 MacMillan Drive commented that there has been no publishing of Council's activities in the Sayward News since June, and this creates a void where people say things that are not true.

b) Jan Bakker of 200 Kelsey Way inquired if Council receives monthly financial statements. Mr. Bakker then asked if there was any progress in finding a grant for opening the pool. Mr. Bakker also inquired if the Village has a bylaw like Campbell River for the indemnification of Council members.

Mr. Bakker was advised to contact Village staff to get a copy of the Village of Sayward's Indemnification bylaw.

17. In Camera

MOTION R25/301
MOVED AND SECONDED
THAT in accordance with Section 92 of the Community Charter, this Council meeting will be closed to the public at this time in order that Council may give consideration to matters in accordance with the following sections of the Community Charter:

1. 90(1)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
2. 90(1)(c) labour relations or other employee relations;
3. 90(1)(d) security of the property of 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.

CARRIED

18. Adjournment

MOTION R25/302
MOVED AND SECONDED
THAT the Village of Sayward Council adjourns its December 2, 2025 Regular Meeting.

Time: 9:40 pm

_____ _____

Mayor Corporate Officer

VILLAGE OF SAYWARD
SPECIAL COUNCIL MEETING MINUTES
January 11, 2026
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 (via Teams)
Councillor Jason Johnson
Councillor Sue Poulsen

In Attendance: Andrew Young, CAO/CO
Jennifer Redshaw, Office Administrator

1. **Call to Order**
   The meeting was called to order at 1:00 pm.
2. **Public Input - None**
3. **Introduction of Late Items – None**
4. **Approval of Agenda**

   MOTION S26/1
   MOVED AND SECONDED
   THAT the agenda for the Special Meeting of Council for January 11, 2026, be approved as presented.

   CARRIED

5. **Minutes of Previous Meetings – None**
6. **Petitions and Delegations – None**
7. **Correspondence – None**
8. **Council Reports – None**
9. **Reports of Committees – None**
10. **Mayor's Report – None**
11. **Unfinished Business – None**
12. **Staff Reports – None**
13. **Emergency Services/Public Works/Recreation Department Reports – None**
14. **Bylaws – None**
15. **New Business – None**

16. Public Question Period

a) Lee Ettinger of 220 Sayward Heights asked how providing grants-in-aid to people that reside in the Sayward Valley is equitable or legal.

17. In Camera

MOTION S26/2
MOVED AND SECONDED

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

a) 90(1)(c) labour relations or other employee relations
b) 90(1)(f) law enforcement
c) 90(1)(d) security of the property of the municipality.
d) 90(1)(g) litigation or potential litigation affecting the municipality;
e) 90(1)(i) solicitor-client privilege
f) 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.
g) 90(1)(m) a matter that, under another enactment, is such that the public may be excluded from the meeting.

CARRIED

18. Adjournment

MOTION S26/3
MOVED AND SECONDED

THAT the Village of Sayward Council adjourns its January 11, 2026 Special Council Meeting.

CARRIED

Time: 2:23 pm.

_____ _____

Mayor Corporate Officer

VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING MINUTES
January 13, 2026
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 (via Teams)
Councillor Scott Burchett
Councillor Debbie Coates (via Teams)
Councillor Jason Johnson - Meeting Chair
Councillor Sue Poulsen

In Attendance: Andrew Young, CAO/CO
Jennifer Redshaw, Office Administrator

1. Call to Order

The meeting was called to order at 7:02pm.

2. Public Input

a) Neil MacDougall of 309-611 MacMillan Drive shared an update regarding the Ombudsperson's new 2026 guidelines for open meetings, specifically that councils should narrow the reasons given for going In-Camera, rather than using a multitude of Community Charter sections, to foster public transparency

b) Maureen Haslehurst of 520 MacMillan Drive submitted a letter of complaint regarding the behaviour of Cllr Burchett at the December 16, 2025 meeting of council. She stated that his behaviour warrants censure and he should be forbidden to attend council meetings in person. Ms. Haslehurst also recommended that Cllr Burchett participate in anger management training, at his own expense, and requested he write a letter of apology to all who were present at the Council meeting on December 16, 2025.

3. Introduction of Late Items – None

4. Approval of Agenda

MOTION R26/1
MOVED AND SECONDED
THAT the agenda for the Regular Meeting of Council for **January 13, 2026**, be approved as presented.

Opposed Cllr Burchett, Cllr Poulsen CARRIED

5. Minutes of Previous Meetings

MOTION R26/2
MOVED AND SECONDED
THAT the minutes from the **Regular Council Meeting** held on **December 2, 2025**, be adopted as presented.

No vote was taken

MOTION R26/3
MOVED AND SECONDED
THAT the minutes from the **Regular Council Meeting** held on **December 2, 2025**, be adopted as amended.

Opposed Cllr Burchett, Cllr Poulsen CARRIED

The amendment was only to note that Cllr Burchett and Cllr Poulsen were opposed to Resolution R25/300 (Revenue Anticipation Bylaw) made on December 2, 2025.

MOTION R26/4
MOVED AND SECONDED
THAT the minutes from the **Special Council Meeting** held on **December 16, 2025**, be adopted as presented.

Opposed Cllr Burchett, Cllr Poulsen CARRIED

6. Petitions and Delegations – None

7. Correspondence

a) Darryl Lyons letter to Council – dated January 6-2026

b) Jacalyen Lyons letter to Council – dated January 7-2026

MOTION R26/5
MOVED AND SECONDED
THAT correspondence a) and b) be removed from the agenda.

Opposed Mayor Baker, Cllr Coates, Cllr Johnson DEFEATED

c) Association of Vancouver Island and Coastal Communities (AVICC) 2025 Advocacy and Regional District Legislative Reform Update dated December 17-2025

d) Request for Council Support – BC Coastal Marine Strategy dated December 4-2025

MOTION R26/6
MOVED AND SECONDED
THAT consideration of support for the BC Coastal Marine Strategy be deferred to the next meeting.

No vote was taken

8. Council Reports – None

9. Reports of Committees – None

10. Mayor's Report – None

11. Unfinished Business – None

12. Staff Reports

a) Bylaw 519 – Five Year Financial Plan Amendment

MOTION R26/7
MOVED AND SECONDED
THAT Five Year Financial Plan Amendment Bylaw No. 519, 2025 be given first, second, and third readings.

Opposed Cllr Burchett, Cllr Poulsen CARRIED

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

14. Bylaws

a) Council Procedure Bylaw 416-2015 Amendment

MOTION R26/8
MOVED AND SECONDED
THAT Council Procedure Amendment Bylaw No. 518, 2026 be adopted.

Opposed Cllr Burchett CARRIED

15. New Business – None

16. Public Question Period

a) Milena Gradisar of 261 Ambleside Drive recounted some of the dialogue of the December 16, 2025 council meeting for the benefit of people in the gallery who were not in attendance at that meeting. Ms. Gradisar also stated that she plans to write a letter to Council, CAO Young, and the media.

b) Lee Ettinger of 220 Sayward Heights shared her personal disappointment that Council has deferred the consideration of the BC Coastal Marine Strategy. She believes this group should be met with the same enthusiasm as the fish farm industry.

c) Art Bowbrick of 77 Kelsey Lane said he would also like to see a copy of the BC Coastal Marine Strategy.

d) Melissa Holmes of 611 MacMillan Drive voiced her disgust that a Council member would compare council meeting banter to sexual harassment.

e) Maureen Haslehurst of 520 MacMillan Drive referenced Council resolution R25/19 regarding the possible expansion of secondary ATV routes in the village. Ms. Haslehurst noted that Sayward is a location on the 1000 km North Island off-road track, and that expanding and advertising secondary ATV routes would help make Sayward a destination, resulting in increased campground revenue.

17. In Camera - None

18. Adjournment

MOTION R26/9
MOVED AND SECONDED
THAT the Village of Sayward Council adjourns its January 13, 2026 Regular Meeting.
CARRIED

Time: 8:01pm.

_____ _____

Mayor Corporate Officer

770 Harmston Avenue, Courtenay, BC V9N 0G8
Tel: 250-334-6000 Fax: 250-334-4358
Toll free: 1-800-331-6007
www.comoxvalleyrd.ca

Comox Strathcona Waste Management

File: 5360-01

January 8, 2026

Sent via email only

Dear Municipal Partners:

Re: Comox Strathcona Waste Management – Fees and Regulation Bylaw 720 Update

This letter is to inform you of changes to the Comox Strathcona Waste Management (CSWM) tipping fee schedule and waste disposal regulations for the Comox Valley and Campbell River Waste Management Centres.

The updated fee structure ensures that the costs of waste management are borne by those generating the waste, reducing the reliance on general taxation while funding essential future infrastructure.

The following table highlights the primary rate changes for the 2026 calendar year:

In-Area Tipping Fee Changes Summary

Waste Category	2025 Rate	2026 Rate Effective January 1, 2026
MSW[1] - Municipal Contract	$155	$165
Controlled Waste	$200	$250
Contamination Surcharge	$330	150% surcharge

[1] Municipal Contract refers to waste collected by municipalities through municipal contracted services, excluding private subscriptions curbside collection

Contamination remains a significant operational challenge. To improve the quality of diverted materials and extend landfill life, CSWM is replacing specific contaminated load rates with a universal 150% surcharge on top of the cost of the base tipping fee. This surcharge will apply to any load across waste streams found to contain prohibited or recyclable materials above the threshold. We encourage all account holders to reinforce source-separation practices to avoid these penalties and to increase landfill life.

The Comox Strathcona Waste Management service area is located in the Coast Salish, Kwakwaka'wakw, and Nuu-chah-nulth territories.

If applied, the surcharge is calculated as a penalty added to the base tipping fee. For example, if a load of MSW is identified as contaminated:

- Regular tipping fee = $165.00/tonne
- Surcharge amount (150% of $165.00) = $165.00/tonne X 1.5 = $247.50/tonne
- Total price per tonne = $165.00 + $247.50 = $412.50/tonne

We recognize that managing contamination is a shared challenge and that these surcharges represent a new budgetary consideration for our partners. To ensure a smooth transition, CSWM is committed to working with municipal staff in 2026 to enhance public education around contamination. The contamination surcharge is intended as a tool of last resort; it will only be applied following these collaborative communication efforts and with ample advance notice. We sincerely thank our municipal partners for their ongoing leadership in reducing contamination and improving our regional diversion rates.

Why are these changes happening?
CSWM is currently updating its Solid Waste Management Plan. These fee adjustments are necessary to:

- Recover the value of landfill airspace to ensure that current tipping fees reflect the cost of engineering, operating and the eventual closure and environmental monitoring of the landfill (so that these costs are paid for by the users of the waste service today rather than the future taxpayers)
- Incentivize the diversion of organics and recyclables
- Fund future capital projects and asset renewals without increasing the tax burden on residents

For more information on the CSWM Tipping Fee and Solid Waste Disposal Regulation Bylaw 720, please visit www.cswm.ca/fees. All waste categories are detailed in Appendix A.

Sincerely,

V. Schau

Vivian Schau
Senior Manager of CSWM Services
Engineering Services



2025 IMPACT REPORT

2025 COPS FOR CANCER

As the saying goes, 'It takes a village.' But to take on cancer, it takes more than a village. We believe it takes a society; a community rallying together around a shared cause.

We are incredibly grateful for all the support of our sponsors, communities, schools, agencies, and everyone who made Cops for Cancer 2026 possible. Your belief in our mission makes all the difference, and we couldn't do it without you. Thank you for standing with us, believing in our mission.

Each of us has a role to play when it comes to taking on cancer. Since its inception in 1994, Cops for Cancer has raised more than $58 million directed at life-saving childhood cancer research. These funds also support vital programs like Camp Goodtimes, which gives families of children diagnosed with cancer the opportunity to spend time together in a stress-free and medically supervised environment.

On behalf of CCS, we would like to thank you for your commitment to helping us save and improve the lives of children affected by cancer and their families. Together, we can make life better today and transform the future of childhood cancer forever.



TAKING ON CANCER TOGETHER - OVER $2.2M RAISED

TOUR DE COAST
$670K

TOUR DE NORTH
$267K

TOUR DE ROCK
$828K

TOUR DE VALLEY
$230K

PEDAL FOR HOPE
$190K

2025 QUICK STATS

300+
SCHOOLS INVOLVED

100+
HONORARY MEMBERS

*2024
2033
POSITIVE MEDIA HITS

150+
PARTICIPANTS

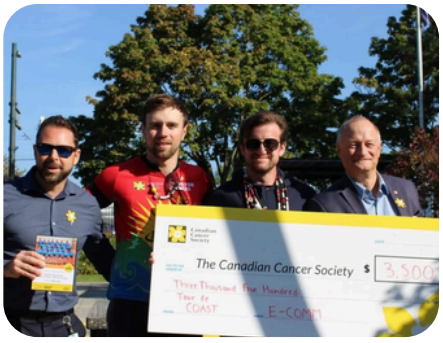
110
AGENCIES INVOLVED

120+
SUPPORT CREW

COLTON BOREEN - A SURVIVOR GIVING BACK

At age four, Colton Boreen was diagnosed with Ewing's Sarcoma, a rare and aggressive bone cancer. His treatment journey included multiple misdiagnoses, a year of chemotherapy at BC Children's Hospital, and a complex surgery that removed most of his left hip bone and sacrum to prevent recurrence.

After completing treatment, Colton attended Camp Goodtimes in 2000, a pivotal experience that helped him reconnect with childhood joy and build lasting peer support. Today, Colton is a passionate supporter of children affected by cancer, regularly sharing his story to inspire others and support fundraising efforts.





"Camp Goodtimes is a special place. Nobody really understands a cancer diagnosis until you experience it yourself, and that's even more true when you have it as a child. The way the staff create a space where everyone can leave the stress and trauma of the treatment behind and just focus on being kids and having fun again is remarkable. The connections and memories formed there last forever. I cannot think of a more justified cause to fundraise for."
In 2025, Colton celebrated 25 years cancer-free by joining Cops for Cancer Tour de Coast as a member of the support crew. Alongside his colleague, Tour de Coast rider and fire dispatcher Alex Emeny, Colton actively participated in community events, volunteered at Camp Goodtimes, and helped organize fundraisers to support their team's goal.

"I am so grateful for the time I had on the 2025 Tour de Coast. I went in, not knowing what to expect, and ended up making countless friends and creating memories I will have for life. Meeting so many people touched by cancer was particularly impactful for me as a survivor. The camaraderie and friendship the whole crew and riders built was something special, and I cannot wait to see some familiar faces next year."

Together, Colton and Alex raised nearly $10,000 for kids affected by cancer. Colton's involvement not only supported a cause close to his heart but also strengthened his ties within the first responder community—building connections that will last a lifetime.

WHERE YOUR MONEY GOES

YOUR IMPACT - CHILDHOOD CANCER RESEARCH

CCS invested over
$16M
in the past 5 years

71% in 1980's
Pediatric cancer 5-year survival Rate
84% in 2025

CCS is the largest national funder of childhood cancer research

YOUR IMPACT - CAMP GOODTIMES

This year marks the 40th anniversary of Camp Goodtimes, four decades of joy, resilience, and unforgettable memories. Thanks to your generous support, children and teens with cancer, along with their siblings and families, were able to experience the magic of camp once again.

Camp Goodtimes provides children & youth and their families affected by cancer, the opportunity to enjoy an authentic camp experience in a medically accommodating environment. A summer camp experience impacts those who attend in many ways. Children and youth have the opportunity to become a part of a community outside of their family unit, feel an increase in independence, exercise choice in regard to their activities and learn to develop, or be introduced to, lifelong recreation skills and opportunities.





40 Years of Camp
524 Participants
126 Volunteers
$2000 Cost per Camper



THANK YOU!

TESTIMONIALS

Tour has allowed me to connect with other First Responders across Northern BC. I no longer feel alone. - 2025 Tour de North Rider

Last year I was feeling very low in my policing career. After participating in Tour, my heart is full and I have new faith in humanity. - 2025 Tour de Valley Rider

I was surprised by the cheering of the school kids as we as first responders entered the schools. I feel like a hero again. - 2025 Tour de Rock Rider

Riding the Tour was a highlight of my 30 year policing career. Every officer should ride Tour at least once in their career. - Retired Officer and Tour de Coast Alumni

Canadian Cancer Society | COPS FOR CANCER

GET INVOLVED

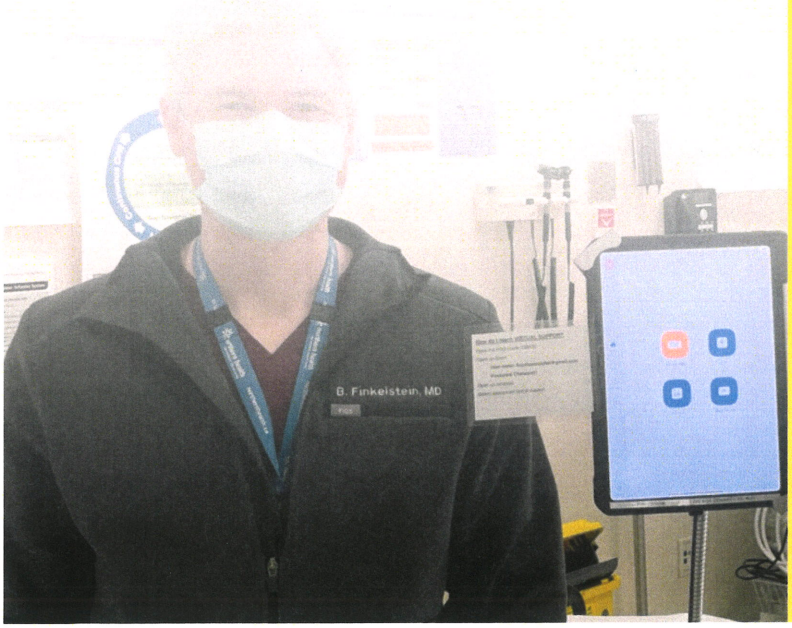
Real-Time Virtual Support

Rural Coordination Centre OF BRITISH COLUMBIA

RTVS Peer Pathways

Rural providers in BC (physicians, midwives, residents, nurse practitioners, nurses etc.) can connect with on-call Real-Time Virtual Support (RTVS) peer pathway providers at the click of a button. The virtual providers support the work of healthcare teams over Zoom or through a phone call and are available around the clock.

Calling an RTVS virtual provider is like calling a friend. They offer friendly, compassionate, non-judgmental, and culturally safe support while understanding the context of providing care in rural places.



More about RTVS

RTVS is publicly funded and available to all providers in rural, remote and First Nations communities.

Benefits of RTVS

RTVS peer pathways help ensure that rural healthcare providers are properly supported and rural patients receive more equitable access to healthcare. More specifically, RTVS pathways:

- Increase confidence, and reduce isolation, of healthcare providers who provide patient care in rural, remote, and First Nations communities in British Columbia.
- Increase mentoring and educational opportunities for rural healthcare providers—especially new-to-practice physicians.
- Provide a safety net that helps improve the recruitment and retention of rural healthcare providers.
- Provide overnight virtual support to prevent hospital diversions.
- Add instant access maternity, pediatric, critical care and internal medicine capacity.
- Increase availability and access to timely, quality healthcare services for patients in rural, remote, and First Nations communities, reducing their risk, time, and expense traveling for medical appointments.
- Offer a cost-effective and sustainable model for British Columbia's health system needs.

Pathways

Instant Access Pathways for Rural Providers

- Emergency (RUDi)
- Maternity and newborn (MaBAL)
- Pediatrics (CHARLiE)
- Critical Care and Internal Medicine (ROCCi)

Quick Reply Pathways (weekdays)

- Dermatology
- Hematology
- Myofascial pain (myoLIVE)
- Rheumatology (RheumVision)
- Thrombosis
- Neurology
- RTVS POCUS (Point of Care Ultrasound)
- Oncology
- Pharmacists
- Orthopaedics
- Spinal Cord Injury Navigation

Consultation to Conversation
Three-way video conference consultations between patients, primary care providers and specialists.

SCAN ME

rccbc.ca/rtvs/

2026 BC RURAL HEALTH AWARDS

Rural Coordination Centre OF BRITISH COLUMBIA

RCCbc presents the awards each year to recognize and honour rural physicians, communities, and residents for their inspiring contributions to improving the health of rural British Columbians.

Award Categories:

- Rural BC Community Award
- Award of Excellence in Rural Medicine: Lifetime Achievement
- Resident Leadership Award



Nisga'a Valley Communities
2025 Rural BC Community Award Winner

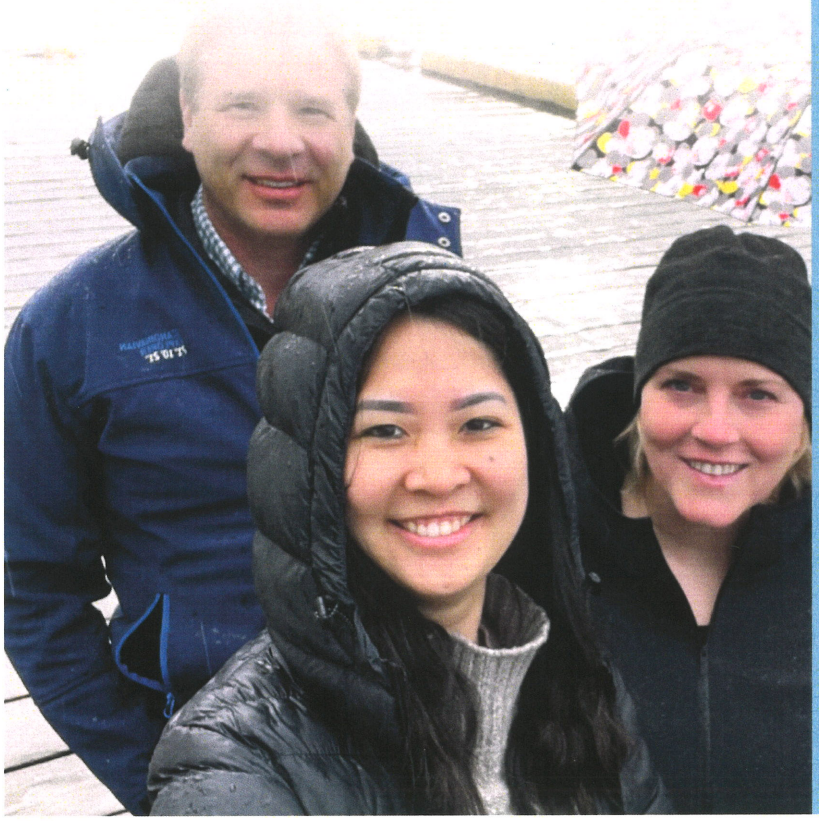
SUBMIT YOUR NOMINATION BY JANUARY 5

rccbc.ca/awards · communications@rccbc.ca · (604) 738-8222

Rural Coordination Centre OF BRITISH COLUMBIA

Rural Coordination Centre of BC

Led by rural physicians, the Rural Coordination Centre of BC (RCCbc) is a network that improves the health of rural people and communities. Funded primarily by the Joint Standing Committee on Rural Issues, our network partners include healthcare providers, healthcare administrators, community members, policymakers, educators, researchers, and non-profit and business leaders. We serve all communities in British Columbia covered by the Rural Practice Subsidiary Agreement.



What We Do

Cultivate Relationships and Networks
We connect people who are passionate about, or play a role in, enhancing rural health equity in British Columbia—from rural citizens and physicians to municipal and Indigenous leaders to provincial policymakers.

Facilitate Rural Health Discussion
We co-create safe spaces for network partners to engage in frank discussion about rural health challenges, explore common solutions to improve rural health, and align our work as partners.

Coordinate Rural Health Projects
We coordinate innovative projects that expand our network and enhance the ability for rural physicians and other healthcare providers to deliver timely, safe, and effective care to rural patients in British Columbia.

Create Learning Opportunities for Rural Healthcare Practitioners
We co-develop continuing medical education, continuing professional development, and mentorship opportunities in collaboration with rural family physicians to enhance rural health providers' skills, scope, and resilience at all stages of their careers.

Advocate for a Healthy Rural British Columbia
We use our personal and shared experiences, as well as rural health research evidence, to effect changes to provincial policies that improve the health of rural British Columbians.

Stimulate Rural Health Research
We provide grants and offer other support to rural physicians and medical students to carry out culturally safe and rurally relevant research that informs policy and improves healthcare practice and delivery.

Develop Healthcare Leaders
We support and develop people in becoming healthcare leaders in their chosen fields of interest and expertise.

Contact

620–1665 West Broadway
Vancouver, BC V6J 1X1
info@rccbc.ca
604-738-8222 (direct)
1-877-908-8222 (toll free)
rccbc.ca



The Rural Voices Initiative

The Rural Voices Initiative, led by the Rural Coordination Centre of BC (RCCbc), supports communities to share knowledge, identify common goals, and take action on local health and wellness issues.

Rural, remote, First Nations, and Métis Chartered communities across BC can connect with RCCbc for flexible support to plan and host meaningful engagement, from one-time gatherings to ongoing dialogue.

Your Community. Your Voice. Your Way.

We can help your community with:

- Facilitation training or on-the-ground support for community conversations
- Financial support for engagement venues, refreshments, child care, and travel (over 50 km)
- Up to $2000 in flexible funding to grow ideas that emerge from engagement sessions
- Connections to health, social, academic, non-profit, and government partners across BC

What this could look like:

- A dinner bringing Elders, youth, and healthcare providers together
- A community walk to discuss local wellness priorities
- Support for a new or existing community health table
- Training to help local facilitators lead ongoing conversations

Want to learn more?

Connect with our Engagement & Outreach Team: ruralvoices@rccbc.ca

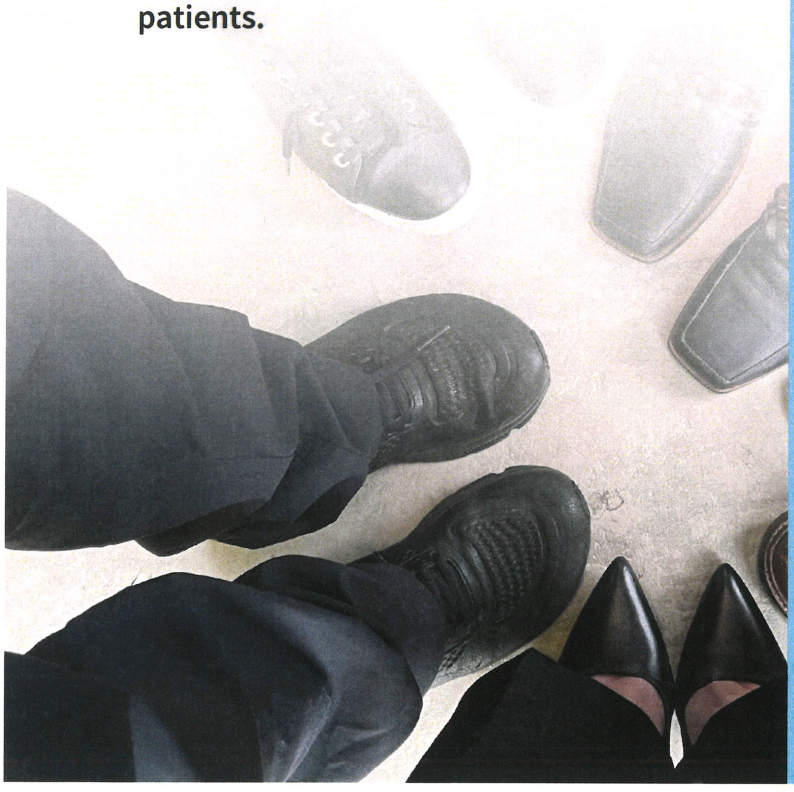
rccbc.ca/rural-voices-gathering

Rural Coordination Centre OF BRITISH COLUMBIA

Rural Coordination Centre OF BRITISH COLUMBIA

Quality Team Coaching for Rural BC

Quality Team Coaching for Rural BC (QTC4RBC) is a coaching program that empowers teams to regroup and reconnect with their purpose and take steps toward building their desired team culture and advancing their chosen goals. When healthcare teams are able to rekindle joy and meaning in their work, they're more able to create a positive work environment, optimize their team's performance, and increase the quality and safety of care for patients.



Why do Quality Coaching?

Evidence shows that effective teams create a culture that both improves patient safety and enhances satisfaction and joy for healthcare providers.

Teams enrolled in the program will participate in:

1. A one day in-person coaching workshop in your community with an International Coaching Federation (ICF) certified coach to lay the foundation for coaching towards highly effective teams. Coaches currently working with QTC4RBC are Drs. Rahul Gupta Cecile Andreas and Tom Wright.
2. Up to four 1.5 hour virtual team coaching sessions in the months following the workshop
3. Up to three leadership coaching sessions

Program eligibility:

Any rural health care team, with priority given to:

- RSA A or B communities
- Remote and/or underserved populations
- Interprofessional teams
- Leadership participation in the program

How to apply:

Please visit rccbc.ca/qtc4rbc for more information about eligibility, how to apply, and to download the Expression of Interest form.

If you are interested in bringing together your team to apply for this program, contact tdeleeuw@rccbc.ca and we can help you develop application.

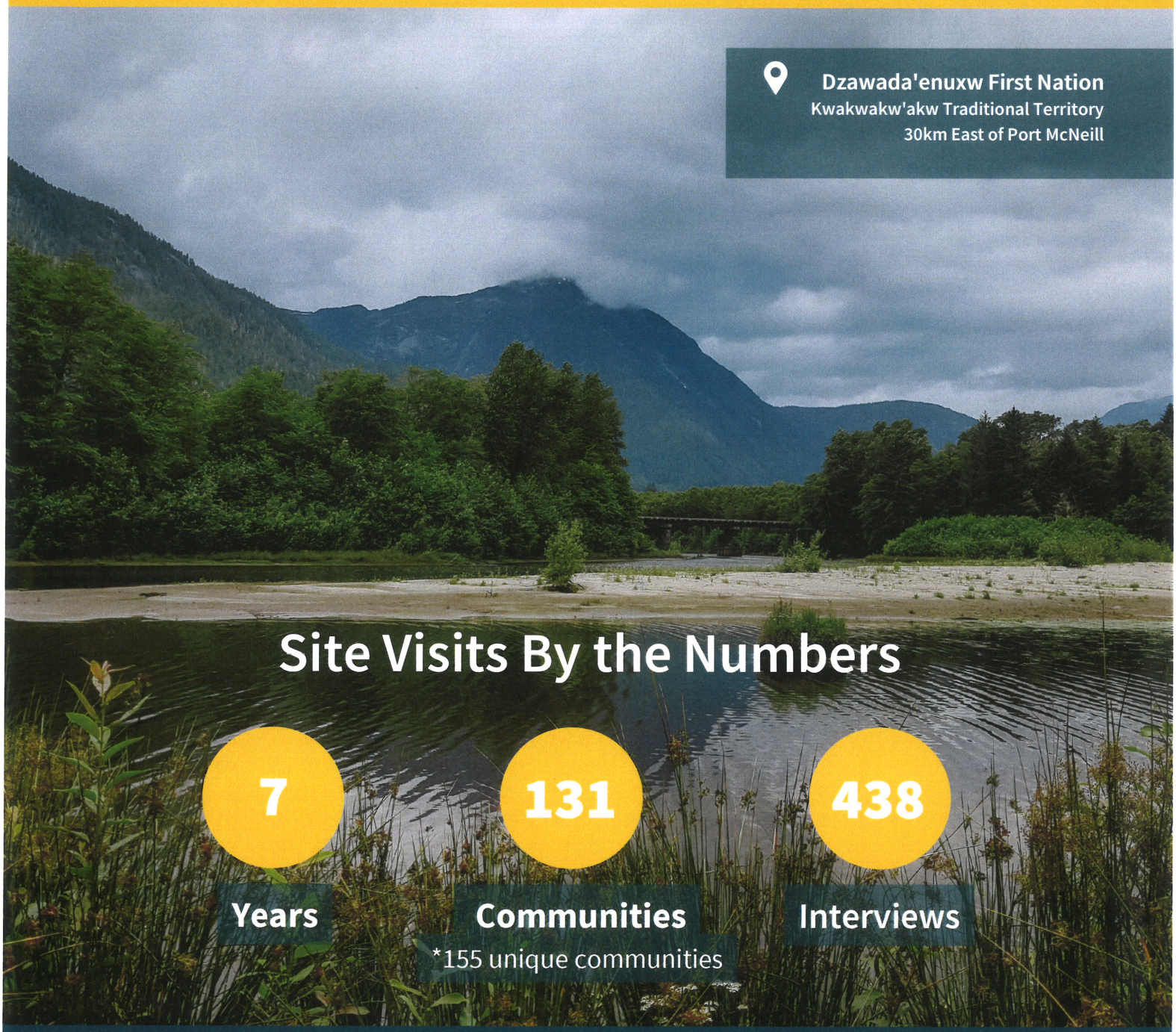
Contact

Tracey DeLeeuw
Project & Research Facilitator
tdeleeuw@rccbc.ca

620–1665 West Broadway
Vancouver, BC V6J 1X1

info@rccbc.ca
604-738-8222 (direct)
1-877-908-8222 (toll free)
rccbc.ca/qtc4rbc

SITE VISITS PROJECT UPDATE: DECEMBER 2025



Dzawada'enuxw First Nation
Kwakwakw'akw Traditional Territory
30km East of Port McNeill

Site Visits By the Numbers

7
Years

131
Communities
*155 unique communities

438
Interviews

RURAL SITE VISITS PROJECT

*View a map of communities visited

Rural Coordination Centre OF BRITISH COLUMBIA

Update

Hello from the Rural Coordination Centre of BC!

We hope this finds you well. It has been some time since our last update, and we want to reconnect and share what's next. First, we want to thank you sincerely. During the Site Visits Project, communities welcomed us with warmth, openness, and generosity. Your insights, hospitality, and stories shaped our understanding of rural healthcare and continue to guide our work.

Since the Site Visits Program paused, we've reflected on the barriers communities and our team faced, especially during COVID, and reimagined how to make connections easier, more meaningful, and tailored to each community's needs. The Site Visits Program, as it existed, has now transitioned into Engagement & Outreach within RCCbc.

RCCbc remains committed to connecting with communities in many ways, including:

- Community visits
- Community education
- Program and project work
- Annual BC Rural Health Conference (including our BC Rural Health Awards)
- Rural Immersion Trips
- Sustainability Tables
- and more

Through Engagement & Outreach, RCCbc also continues to support the Rural Voices Gathering and the Rural Voices Initiative, helping communities form local partnership tables. For more information on how your community can access these supports, please contact our team at ruralvoices@rccbc.ca.

We also invite you to stay connected with us through:

- See all of our projects in our interactive Annual Reports: https://rccbc.ca/about-us/annual-reports/
- Joining our newsletter and hear about upcoming events: https://rccbc.ca/

We are grateful for your past participation and warm welcomes, and we look forward to continuing to connect and amplify the strengths and priorities of rural and remote communities across BC.

With Gratitude,


Krystal Wong


Paul Kendal


Jayleen Emery


Alice Muirhead


Bree Loeffler


Danette Dawkin


Tracey DeLeeuw

Rural Coordination Centre of BC
620–1665 West Broadway
Vancouver, BC V6J 1X1
604-738-8222 (direct) | 1 877 908 8222 (toll free)

December 2025

Hello from the Rural Coordination Centre of BC (RCCbc)! My name is Alice Muirhead and I am the Director of Engagement and Outreach. I'm delighted to share this package of resources with you in the hope that one or more of these programs will be of interest to your community.

RCCbc is a network of hundreds of people—rural physicians and other healthcare providers, healthcare administrators, community members, policymakers, educators, researchers, and non-profit and business leaders—dedicated to improving the health of rural and remote communities.

Relationships are at the heart of all our programs and services. We're always interested in hearing what's working in communities, what the challenges are, and how we can help. Please don't hesitate to contact us to find out more or just to chat. We're here for you!

Sincerely,

Alice Muirhead
Director of Engagement and Outreach
e: amuirhead@rccbc.ca
t: 250-552-5288

Heritage BC

January 6, 2026

Dear Mayor and Council,

We're pleased to share this poster in celebration of BC Heritage Week, taking place February 16–22, 2026. This year's theme, *Stir the Pot*, celebrates food as heritage and how it brings together culture, memory, family, and community. Food traditions become a starting point for conversations about contemporary issues like food security, cultural recognition, and the value of tradition.

Heritage Week is a province-wide celebration that invites communities across British Columbia to recognize and celebrate local history, culture, and heritage.

We respectfully invite your municipality to proclaim February 16–22, 2026 as Heritage Week in your community. A municipal proclamation is a meaningful way to acknowledge the importance of local heritage and the individuals and organizations who steward it.

You can learn more about Heritage Week, access a proclamation template and download digital posters at heritageweek.ca. We also encourage you to display the enclosed poster in municipal buildings and community spaces to help spread the word locally.

Please share these posters and information about BC Heritage Week with staff responsible for heritage sites, cultural programs, and community services to help engage your residents.

Thank you for your leadership and for supporting the celebration of heritage in communities across British Columbia.

Warm regards,

Kirstin Clausen

Kirstin Clausen
Executive Director, Heritage BC
604 417 7243 | kclausen@heritagebc.ca

BC Heritage WEEK

Heritage Week is a province-wide celebration that invites communities across British Columbia to recognize and celebrate local history, culture, and heritage. Heritage BC, a non-profit organization, coordinates Heritage Week each year through public outreach, community events, and municipal proclamations. **Learn more at heritageweek.ca**.

BC Heritage WEEK

HeritageBC

45 YEARS



Stir the Pot

FEB 16 - 22, 2026

Find events across the province at BCHeritageWeek.ca

From:	Natalie Groulx
To:	Sayward Finance-Admin
Subject:	Request for Council Support – BC Coastal Marine Strategy
Date:	December 4, 2025 9:19:57 AM
Attachments:	Coastal Marine Strategy Motion For Consideration_Dec 2025.pdf Coastal Marine Strategy Brief_Dec 2025_CPAWS BC_WCEL.pdf

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Dear Mayor Baker and Members of Council,

On behalf of the Canadian Parks and Wilderness Society – BC Chapter (CPAWS-BC) and West Coast Environmental Law, I am reaching out to request your Council's support for the BC Coastal Marine Strategy (CMS) and accompanying legislative framework to ensure its long-term success.

The strategy, co-developed by the Province of BC and coastal First Nations, provides **a blueprint** for protecting marine ecosystems, supporting local economies, and strengthening community resilience along our coast.

We respectfully request that your Council consider passing a motion of support and directing the Mayor to write to Premier David Eby and the Honourable Randene Neill, Minister of Water, Land and Resource Stewardship, expressing your support for the BC Coastal Marine Strategy and its implementation, and urge the Provincial Government to enshrine the BC Coastal Marine Strategy into law.

The initiative has received formal endorsements from the Association of Vancouver Island and Coastal Communities (AVICC) and the Union of BC Municipalities (UBCM). Endorsement from your Council would provide significant additional support at the local level.

Thank you for your time and consideration. Please find attached:

- A council motion template, and
- A brief on the need and value of the BC Coastal Marine Strategy.

We also welcome the chance to brief you on the opportunities within the Coastal Marine Strategy for your community.

Warm regards,

--

Natalie Groulx (she/her)
Acting Conservation Director
Ocean Program

natalie@cpawsbc.org
604-685-7445 x 6

CPAWS-BC

#227- 312 Main St, Vancouver, BC, V6A 2T2
Lands and waters of the Coast Salish Peoples

cpawsbc.org

Make a gift for nature today.

This message was sent from the unceded and traditional homelands of the lək̓ʷəŋən.

At CPAWS-BC, we value and respect flexible work arrangements. As such, my work week may look different from yours. Please do not feel obligated to respond outside of your normal working hours; I will respond when I am able. My working hours are 8am to 4:30pm PT, Monday-Thursday. Learn more here.

Motion:

WHEREAS in July 2024, following extensive consultation with First Nations and stakeholders, the Province of British Columbia released its first ever Coastal Marine Strategy, providing a 20-year vision of a "diverse, productive and resilient coastal marine environment that is valued in its own right and that supports the prosperity, health and well-being of coastal communities now and into the future";

WHEREAS the Coastal Marine Strategy details nine important goals (diverse marine life; abundant wild Pacific Salmon; a clean coast; climate-ready communities; a sustainable coastal economy; vibrant coastal communities; trusting, respectful relationships; a robust tool kit; and integrated and balanced management), but does not have the force of law, and codifying the Strategy into law would support its success and longevity rather than leaving it dependent on the priorities of the government of the day:

THEREFORE BE IT RESOLVED THAT Council directs the Mayor to urge the Provincial Government to enshrine the BC Coastal Marine Strategy into law.

Strengthening BC's Economy and Readiness Through the BC Coastal Marine Strategy

British Columbia stands at a pivotal moment. Our coastal communities are on the frontlines of both economic pressures and environmental change. As the BC chapter of the Canadian Parks and Wilderness Society (CPAWS-BC), we work to safeguard the lands and waters that sustain us. Both CPAWS-BC and West Coast Environmental Law believe this is a timely opportunity to work together to strengthen resilience through the Coastal Marine Strategy — an approach that supports local economies while safeguarding the natural systems we all depend on.

The **BC Coastal Marine Strategy** is an overarching provincial framework with 116 concrete activities for managing coastal and nearshore marine areas within provincial jurisdiction. When fully implemented, the strategy can drive climate adaptation, grow BC's blue economy, enhance national defense, and advance Indigenous coastal management.

Protecting the coast is not just about the environment, it's smart economic policy.

Marine-based tourism and recreation alone generate over $5 billion annually,[1] and the global ocean economy is projected to double between 2010 and 2030, outpacing broader global growth by 20%.[2] This represents a major opportunity for BC to expand its blue economy. Furthermore, these figures do not account for the vast amount of ecosystem services provided by marine and coastal areas. A 2012 report found the nearshore areas of BC's Lower Mainland provided $22.6 billion in ecosystem services per year (this value translates to approximately $30 billion as of 2024).[3] This strategy will support a productive and biodiverse ocean, which is necessary for a thriving and sustainable blue economy.

---

[1] Big River Analytics Ltd. (2021). Economic Contribution Analysis: For the Economic Contribution of the Oceans Sector in Coastal BC. Unpublished and prepared privately for the governments of British Columbia and Canada.

[2] OECD, The Ocean Economy in 2030 (2016), p. 30, online: https://www.oecd.org/content/dam/oecd/en/publications/reports/2016/04/the-ocean-economy-in 2030_g1g6439e/9789264251724-en.pdf

[3] David Suzuki Foundation and Earth Economics: Nearshore Natural Capital Valuation (November 2012), p. 67, online: https://davidsuzuki.org/wp-content/uploads/2012/11/nearshore-natural-capital-valuation-aquatic-benefits british-columbia-lower-mainland.pdf

The Coastal Marine Strategy can also strengthen national defence. BC's coastline is home to critical defense and emergency response infrastructure, and integrated coastal planning under the Strategy aligns with both provincial and national defense priorities. When implemented, it will enhance readiness in the face of climate impacts and geopolitical risks.

> *"Many of us have seen first-hand the damage of degraded shorelines, pollution, abandoned vessels, declining salmon and contaminated shellfish. In a coastal province like ours, these impacts ripple inland, from Salmon Arm in the Okanagan all the way to the Rockies. Our coast also hosts critical national defense and emergency response infrastructure. So whether you are interested in the environment, the economy or national defense, a coordinated effort from the Province to protect our coast needs the force of law behind it."* — ***Councillor Mary Wagner**, the City of Langford*

Although the release of the Coastal Marine Strategy is a significant accomplishment for BC, a glaring functional gap remains, as the strategy does not have a legal framework to back it up. Legislation is key to strong, integrated coastal management. An accompanying legal framework would make the Coastal Marine Strategy durable and effective across government.

With your local government's support, BC can ensure the strategy drives lasting results for our economy, communities, and coastal ecosystems.

We welcome the opportunity to brief you on the opportunities within the Coastal Marine Strategy for your community.

Sincerely,

Erin Gray
Staff Lawyer
West Coast Environmental Law
egray@wcel.org

Natalie Groulx
Acting Conservation Director, Ocean Program
CPAWS-BC
natalie@cpawsbc.org

REPORT TO COUNCIL

To: Mayor and Council
From: Andrew Young, MCIP, RPP
Chief Administrative Officer
Subject: **Financial Plan 2026-2030 – Proposed New Schedule**
Meeting date: January 27, 2026

BACKGROUND

The five-year Financial Plan is developed by Council through their strategic planning process and the Council approved Strategic Plan (SP). This document identifies for staff, and the public, what types and quality of services are to be provided by the Village for a five year period. The Financial Plan also outlines upcoming projects and capital expenditures, and the related sources of funding including grant revenues and reserve transfers.

DISCUSSION

The Financial Plan bylaw and related Tax Rate bylaw must be approved by Council before **May 15** (firm deadline) of each year as set out in the *Community Charter*.

In order to potentially implement items from the SP into the 2026 budget, Council may wish to review the current SP at the first scheduled financial planning session. These sessions will allow for Council and public participation and provide an opportunity for dialogue in shaping the 2026 budget. Meetings will be held as Committee of the Whole meetings, and it is recommended that at least three (3) meetings be scheduled.

Village staff met in December 2025 and in early January 2026 to analyze 2025 expenditures to date, and to draft base budgets for Sayward's various departments for 2026. The Village of Sayward has been without a Chief Financial Officer (CFO) since the end of 2025; however, recruitment of a new CFO for the municipality is currently underway. Knowing it may be several weeks before a new CFO is hired and in place, the Village's CAO in consultation with the Strathcona Regional District (SRD) approached a consultant with municipal finance experience to help support the municipality's 2026 budget work. Since the consultant has other clients and work scheduled, it is necessary for Council to amend the Committee of the Whole (COTW) Financial Plan meeting dates it approved in early December 2025 (i.e. Tuesday, February 3, 2026; Tuesday, February 17, 2026; and Tuesday, March 3, 2026.

Based on the financial consultant's availability and Council's preference to meet on Tuesdays, the proposed new dates for the Committee of the Whole (COTW) Financial Plan meetings follow:

Tuesday, February 17, 2026

Tuesday, March 17, 2026

Tuesday, March 31, 2026

The proposed revised timetable for working towards adoption of the 2026-2030 Financial Plan (FP) follows:

	Item	Notes	Timeline
1	Staff review of 2025-2029 FP and existing SP	Staff Report with timetable for 2026-2030 financial planning sessions to Council	December 2, 2025 Regular Council meeting
2	Staff work on base FP and Capital Plan for 2026-2030 with department manager and staff input		December 2025 and January 2026
3	Staff report to Council regarding updated meeting schedule for financial plan		January 27, 2026 Regular Council meeting
4	FP Process: A. COW Council Meeting February 17, 2026. Council review of SP. Detailed review of FP/Capital Projects B. COW Council Meeting March 17, 2026. Detailed review of FP/Capital Projects C. COW Council Meeting March 31, 2026. Final review of FP/Capital Projects D. Regular Council Meeting April 14, 2026. Approval of FP E. Regular Council Meeting April 28, 2026 – First 3 readings of FP Bylaw F. Council Meeting on May 5 or 12, 2026. Final reading of the FP Bylaw	Each meeting will refine the Financial and Capital Plans and provide time for Council review, public input, and questions. The timeline will also allow for research and reporting back to Council on identified issues. Adopt Financial and Capital Plan	February 17, 2026 March 17, 2026 March 31, 2026 April 14, 2026 April 28, 2026 May 5 or 12, 2026
5	Tax Rate Bylaw, Fees & Charges Amendment Bylaw (for water, sewer, solid waste user fees)		Adopted by mid May, first 3 readings April 28, 2026, Final reading May 5 or 12, 2026.

RECOMMENDATIONS

Based on the above information, it is recommended …

> ***THAT Council*** *approve the following new dates for Committee of the Whole meetings for Financial Planning purposes:*
>
> ***Tuesday, February 17, 2026, at 6 pm***
>
> ***Tuesday, March 17, 2026, at 6 pm***
>
> ***Tuesday, March 31, 2026, at 6 pm***

Respectfully submitted,

Approved for Council package

_____

Andrew Young, MCIP, RPP
Chief Administrative Officer

REPORT TO COUNCIL

To: Mayor and Council
From: Andrew Young, MCIP, RPP
Chief Administrative Officer

Subject: **Video Recording Council Meetings – Reconsideration of Council Resolution**

Meeting date: January 27, 2026

BACKGROUND

Village of Sayward Council resolved more than a year ago (November 5, 2024) not to post video recordings of open Council meetings on YouTube. For reference, a copy of the text of Sayward Council's resolution of Council follows:

> Council Meeting Recordings & Publishing Online (late report)
>
> *MOTION R24/T75*
> *MOVED AND SECONDED*
> *THAT Council does not reinstate the posting of videos to YouTube until the Village completes the necessary work to restore good governance, rebuild the morale of staff, and rebuild its reputation.*
> *Cllr Poulsen, Cllr Burchett Opposed* *CARRIED*

A copy of the November 5, 2024 report to Council titled "Meeting Recording" is attached to this report for reference purposes (Attachment #1).

DISCUSSION

Video recordings of open Sayward Council meetings are valuable resources for Village staff to prepare draft meeting minutes. In the past, video recordings of open Sayward Council meetings were made available to the public to review after they were uploaded to the Village's YouTube channel. The Village continues to work to restore good governance, rebuild staff morale, and rebuild its reputation.

In the interest of ensuring the public can see and hear what has transpired at open Sayward Council meetings, Council may wish to reconsider resolution R24/75.

STAFF RECOMMENDATION/S

1. THAT Council consider rescinding resolution R24/T75.

Subject to Council's decision respecting the foregoing matter …

2. THAT Council directs staff to resume posting video recordings of Village of Sayward open Council meetings to YouTube as soon as practicable.

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

_____
Andrew Young, MCIP, RPP
Chief Administrative Officer

Attachment/s:

1. Copy of Report to Council dated November 5, 2024 titled "Meeting Recording"

STAFF REPORT

To: Mayor and Council
From: John Thomas, A/CAO/ACO
Subject: Meeting Recording
Meeting date: November 5, 2024

BACKGROUND

This report is meant to bring to Council's attention the current practice involving the treatment of recorded videos for Council Meetings and to seek Council's direction on how the current practice may evolve on a go forward basis. A member of Council also requests that Council considers reinstate video attendance once more.

DISCUSSION

Prior to the COVID 19 Pandemic, electronic participation in Council meetings were not as widespread as it is today. On September 29, 2021, the Province brought into force new legislative changes to the Community Charter that allows Council to amend their procedure bylaws to enable electronic participation in Council meetings. This was done in recognition that the standard practice of attending meetings in person coupled with the social distancing requirements at the time were incompatible and proved difficult accommodation. Therefore, Councils were given the legislative authority to change the way members of the public accessed and participate in Council meetings.

Until January 2024, the Village of Sayward would normally record the video for Council meetings and post them online, on the Village's youtube channel. However, due to the internal dynamics of the Village, this practice has not continued. In recent months, the recordings have been used to demonstrate the unfortunate dynamics in a negative way across social media and news outlets which has had a real impact to morale of staff, the reputation of the Village and has likely contributed to the numerous changes in staff. There may be the argument for increased accessibility; however, the Village Council serves the 300+ residents of the community and the obligation for accessibility is limited in scope to the immediate community and not the broader world. It is not believed that the accessibility to Council meetings is further impaired by not providing remote access or posting the videos online following a council meeting.

All meeting recordings are stored on the Microsoft Teams cloud immediately following the Council meetings and are downloaded and stored on the Village's server. Minutes are then developed and brought forward for Council's authorization in the next regularly scheduled meeting.

At this time, staff is recommending that Council not reinstate the posting of videos to youtube until the Village completes the necessary work to restore good governance, rebuild the morale of staff, and rebuild its reputation.

STAFF RECOMMENDATIONS

THAT Council receive this report for information.

Respectfully submitted,

John Thomas
A/CAO

STAFF REPORT

For: Mayor and Council
Prepared by: Shaun Koopman – Manager of Emergency Services
Strathcona Regional District (SRD)

With input from
Andrew Young, MCIP, RPP
Chief Administrative Officer – Village of Sayward

Subject: Regional Grant Opportunity – Growing Canada's Community Canopies

Meeting date: January 27, 2026

BACKGROUND

To seek Sayward Council support for a regional application to the Federation of Canadian Municipalities Green Municipal Fund for a 2026 Growing Canada's Community Canopies grant. The grant application would be made in partnership with the Strathcona Regional District (SRD) and other municipalities and First Nations, and if approved would provide funding for a regional equity-focused tree planting prioritization study.

DISCUSSION

The Growing Canada's Community Canopies grant program helps fund plans focused on guiding and supporting the sustainable expansion of resilient future tree planting initiatives in communities. The deadline for the Strathcona Regional District to apply for the maximum grant of $175,000 is April 15, 2026. For the Village of Sayward to be considered a partner on the grant application Sayward Council would need to pass a resolution in support.

The Strathcona Regional District's objective is to receive a report that will provide specific guidance on where to prioritize tree planting to reduce the effects of extreme heat events / urban heat islands to provide the greatest positive impact on the most vulnerable areas in the Regional District (inadequate tree canopy and high social vulnerability). Recommendations specifically for the Village of Sayward may or may not be generated from the report; however,

every resolution of support the SRD receives for the grant application increases the likelihood it will be favored by the grant evaluation committee.

Species selected for tree planting would need to be suitable for projected future climate including, but not limited to, consideration of water use requirements, drought tolerance, structural strength, fire resistance, and insect and disease resistance. This could be achieved by overlaying three types of data sets (heat, canopy gaps, and social vulnerability) using a Geographic Information System (GIS) tool to create a tree planting priority map. Areas with high heat, inadequate tree canopy, and high social vulnerability would be assigned the highest priority for tree planting efforts. Future implementation strategies could include planting trees in:

- Identified high-priority areas to maximize health and climate benefits.
- Locations that provide the most effective cooling, such as on the west and south sides of buildings shade windows and paved areas like parking lots and busy sidewalks.

RECOMMENDATION/S

1. THAT the Village of Sayward Council support the Strathcona Regional District's application to the 2026 Growing Canada's Community Canopies grant fund to complete a regional equity-focused tree planting prioritization study.

Respectfully submitted,

Approved for Council package

_____	_____
Shaun Koopman	Andrew Young, MCIP, RPP
Manager of Emergency Services	Chief Administrative Officer
Strathcona Regional District (SRD)	Village of Sayward

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Urban forestry plans and studies

Funding to strengthen the planning, management and stewardship of urban forests

TREES

Read the guide for more information on creating a successful application.

Download the application guide

JUMP TO

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Funding Snapshot

MAXIMUM AWARD:

- Funding for up to 80%* of eligible costs
- Grant up to a maximum of $175,000**

OPEN TO:

The following organizations are eligible for GMF funding:

- Canadian municipal governments (e.g., towns, cities, regions, districts and local boards)
  - Eligible to apply alone or in collaboration with other eligible municipal governments
- Organizations applying in partnership with municipal governments, which include:
  - Municipal corporations
  - Regional, provincial or territorial organizations delivering municipal services
  - Indigenous communities or organizations
  - Not-for-profit organizations registered in Canada (e.g., charitable organizations; volunteer organizations; community, professional, industry or other associations; land conservation organizations; and non-government organizations)

For-profit organizations or academic institution are **not** eligible to apply as lead applicants but can be collaborators on the plan or study.

EXPECTED OUTPUT:
Your plan or study must focus on the forests and trees in your community and be part of one or more of the following categories:

- urban forest strategy or plan
- tree planting strategy or plan
- urban forestry policy or guideline
- urban forestry community engagement strategy or plan
- urban forest assessment and analysis

APPLICATION DEADLINE:
We will accept and approve applications as they are received, and so you are encouraged to apply as soon as your application is complete. Applications will be accepted until **April 15, 2026**, or until the funding is fully subscribed. The Green Municipal Fund reserves the right to close the call for applications once funding has been fully allocated.

ELIGIBLE COSTS:
*See the Eligible costs.

Municipalities are **only eligible to receive funding for **one** Urban forestry plan or study.

*The following applicants may qualify for additional funding of eligible project costs:

- Municipalities with populations fewer than 10,000, northern and remote communities will receive a cost

share of 90%

- Indigenous communities or municipalities applying in partnership with an Indigenous community will receive a cost share of 100%

Northern community: A community located in the North, which in the context of GMF funding is defined as the three territories and the northern portion of the following seven provinces, as defined by Statistics Canada codes: Newfoundland and Labrador (10), Québec (24), Ontario (35), Manitoba (46), Saskatchewan (47), Alberta (48) and British Columbia (59).

Remote community: In the context of GMF funding, communities listed on the Canada Revenue Agency list of places located in prescribed zones (formerly referred to as “Northern communities”).

Indigenous community: In the context of GMF funding, an Indigenous community (which includes First Nations, Métis and Inuit) is eligible to apply if a province or territory has passed an act or a regulation that affords a community the status of a municipality, if the Indigenous community is undertaking an eligible project in partnership with a municipal government, or if the Indigenous community has a shared service agreement for any purpose with a municipal government related to municipal infrastructure, climate change or adaptation.

What we fund

We fund plans or studies focused on the sustainable expansion and resilience of community forests and trees,

such as urban forest management plans. Your plan or study must contribute to future tree planting initiatives in your community.

Your plan or study must outline how your community will implement the results of this work to make real, measurable changes. It must also consider socio-economic benefits, community climate change resilience, biodiversity and ecosystem health.

Your community can receive funding for plans and studies that will prioritize equity-deserving communities and address systematic inequalities in tree planting locations, resource distribution and access to the long-term benefits of trees and urban green spaces.

What your plan or study needs to achieve

Your plan or study must focus on the forests and trees in your community, and it will need to be characterized as one of the following categories of eligible plans or studies.

This list is not exhaustive, and we encourage municipalities to explore projects that align with their unique urban forestry challenges and community needs.

1 Urban forest strategy or plan +

2 Tree planting strategy or plan +

3 **Urban forestry policy or guideline** +

4 **Urban forestry community engagement strategy or plan** +

5 **Urban forest assessment and analysis** +

Required documents

Required documents will differ depending on the type of applicant. See the application guide for details.

Readiness check

Complete the following questions to determine if your plan or study could be eligible for funding.

Application process

Step 1: Readiness check

Before applying, please complete the Readiness check to find out if your plan or study could be eligible for funding and to learn about next steps.

Step 2: Pre-application completion and submission

After you have completed the Readiness check and determined that your project may be eligible, download the

application guide.

Then, obtain a pre-application form through FCM's funding portal. Once you have completed this form, submit it through the funding portal. To do this, create a client profile in the portal and follow the instructions listed there.

Supporting documents are not required at the pre-application stage. They will need to be submitted with your full application.

IMPORTANT: If you are a municipality or municipal corporation from Quebec, please see Quebec municipalities application information.

Step 3: Eligibility determination

A GMF representative will review your pre-application and determine whether your organization and project are eligible to proceed to the next step of the application process. You should receive a response within five business days of the date we receive your pre-application.

IMPORTANT: Even if your organization and project are deemed eligible to move forward with a full application, it does not guarantee that your project will be approved for funding.

Step 4: Full application completion and submission

If your organization and project are deemed eligible to proceed, your GMF representative will inform you that the full application form is available through FCM's funding portal. They will also provide you with a project workbook to complete.

As you complete the application and the workbook, contact your GMF representative if you have questions or need help. Once you've filled out the application form and project workbook and attached the required supporting documents found in the application guide, submit all of this information through FCM's funding portal.

Step 5: GMF project officer review

Once your full application is submitted, a GMF project officer will be assigned to your file and will review your application for accuracy and completeness. They will work with you to resolve any questions and be your point of contact throughout the rest of the application and funding decision process.

Step 6: Peer and internal review

Following an external peer review and an internal analysis of your full application, a funding recommendation is made by GMF to FCM's Board of Directors.

Step 7: Funding decision

FCM's Board of Directors approves plans and studies funded under Urban forestry plans and studies.

Access urban forestry coaching

You can access free coaching from urban forestry professionals to improve the quality of your application and receive answers to technical questions about your plan or study. If you are interested in speaking with a coach to support your application, please ask your

GMF representative to refer you.

Coaches can help you with:

- Scoping your project and reviewing methodology
- Maximizing project benefits
- Ensuring your project is informed by best practices in urban forestry

Please refer to our coaching webpage for more information on this service.

How to apply

1. Complete the Readiness check.
2. Download and review the application guide.
3. Review the funding details in Appendix A of the application guide.
4. Review the list of pre-requisites and supporting documents in Appendix B of the application guide.
5. Review eligible and ineligible project costs.
6. Consult Appendix D: Reporting requirements of the application guide to ensure that your project's budget includes sufficient resources to meet reporting requirements.
7. Visit FCM's funding portal to create your profile and request a PIN to access the system or access your existing profile.
8. Obtain the necessary pre-application form through FCM's funding portal.
9. Submit a pre-application form through FCM's funding portal.

Quebec municipalities

FCM is working with Quebec's ministère des Affaires municipales et de l'Habitation (MAMH) to ensure FCM can fund Urban forestry plans and studies in Quebec. Once an agreement is reached, FCM will invite Quebec municipalities to apply.

Non-municipal organizations with a partnership with Quebec municipalities are eligible and invited to apply to access this funding.

Municipally owned corporations are not included in the agreement with the ministry. They must obtain authorization from the Quebec government to secure an agreement with FCM, in accordance with the Ministère du Conseil exécutif .

Learn more about the Growing Canada's Community Canopies initiative

Discover the ways GMF is supporting communities in planting the right trees in the right places.

Learn more

Have you completed the Readiness check and determined you could be eligible?

To further discuss your application, schedule an appointment with a GMF representative:

1-877-417-0550

gmfinfo@fcm.ca

Book a meeting with a GMF representative

Related Resources

Webinar recording: Develop an urban forest management plan for your community

From vision to action—learn about urban forest management plans and their numerous benefits.

Read more →

Factsheet: Urban forest planning

How to plan for long-term success

Read more →

Tip sheet: Community engagement in urban forestry projects

Learn how to integrate inclusive engagement strategies into urban forestry

Read more →

Factsheet: Advancing tree equity and growing community canopies

Learn how to put tree equity at the centre of your urban forestry plans and practices.

Read more →

Factsheet: Urban forestry technology and tools

Which tools are right for your local context?

Read more →

Related Projects – See All

There are no related projects for this page

Upcoming Events – See All

WEBINAR

Webinar: Start collaborating for municipal climate adaptation planning

January 29, 2026 - 01:00 pm

Workshop: Rooting Reconciliation in urban forestry efforts

March 11, 2026 - 08:00 am

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Growing Canada's Community Canopies – Urban Forestry Plans and Studies

Application Guide

For applications received from October 2025 to April 2026

A program of FCM

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WELCOME AND INTRODUCTION

The Green Municipal Fund's (GMF) Growing Canada's Community Canopies (GCCC) is a $291M initiative that drives climate action by funding projects that plant and manage trees in communities across the country. GCCC will support the planting of at least 1.2M new trees by March 31, 2031. The GCCC initiative is a part of GMF's broader approach to nature-based climate solutions focused on achieving significant carbon sequestration and increasing forest and community resilience to climate change.

GCCC offers funding to support communities in developing comprehensive plans and studies to strengthen the planning, management and stewardship of their trees and forests. This includes projects that enable informed decision-making in urban forest management, and ensuring that forests in communities are resilient, equitably distributed and contribute long-term environmental, social and economic benefits. GCCC supports the development of urban forestry plans and studies that enhance municipal capacity for future tree planting, and provide essential tools, strategies and data to guide effective and long-term tree planting efforts.

For more information on GCCC, please visit our initiative webpage.

GCCC is funded by the Government of Canada and delivered by the Federation of Canadian Municipalities. FCM has partnered with Tree Canada to enable capacity development.

HOW TO USE THIS GUIDE

This guide outlines everything you need to know about applying for funding under GCCC – Urban Forestry Plans and Studies. It contains application instructions, information about how your project will be evaluated and tips for completing a great application.

Follow the directions in this guide as you complete your pre-application and full application, to help ensure your responses are comprehensive and provide enough detail so that someone who is unfamiliar with your project would fully understand it.

The appendices at the end of the guide contain additional information:

- Appendix A: Funding details
- Appendix B: Required supporting documents
- Appendix C: Evaluation of applications
- Appendix D: Reporting requirements
- Appendix E: Municipal council resolution template
- Appendix F: Glossary of key terms

IMPORTANT: Please visit the GCCC – Urban Forestry Plans and Studies funding webpage prior to reading this application guide. The webpage has essential information about funding amounts; project eligibility, including a quick "readiness check" that we recommend you complete to determine whether your project is a good fit; and required project outcomes.

GMF respects the principles of ownership, control, access and possession, more commonly known as OCAP®. These principles assert that Indigenous communities have control over data-collection processes, and that they own and control how this information can be used. Any product, data or information that may include Indigenous knowledge may be submitted at the discretion of the applicant.

If you have questions or would like help as you complete your application, please email us at gmfinfo@fcm.ca, call 1-877-417-0550 or book a meeting with a GMF representative.

APPLICATION PROCESS OVERVIEW

To apply for GCCC – Urban Forestry Plans and Studies funding, you will need to submit:

- A pre-application form
- A full application form
- An Excel project workbook
- All required supporting documents

Below is an overview of the steps in the application process.

Step 1: Readiness check

Before applying, please complete the "readiness check" on our funding webpage to help you determine if your project is eligible for GCCC – Urban Forestry Plans and Studies funding and to learn about the application process.

Step 2: Pre-application completion and submission

After you have completed the readiness check and determined that your project may be eligible, you will need to obtain a pre-application form through FCM's funding portal. Once you have completed this form, you will submit it through the portal as well. To do this, create a client profile in the portal and follow the instructions listed there.

Supporting documents are not required at the pre-application stage. They will need to be submitted with your full application.

IMPORTANT: If you are a municipality or municipal corporation from Quebec, pre-applications must be submitted and approved by Ministère des Affaires municipales et de l'Habitation (MAMH). Please review the steps on how to apply on our funding webpage.

Step 3: Eligibility determination

A GMF representative will review your pre-application and determine whether your organization and project are eligible to proceed to the next step of the application process. You should receive a response within five business days of the date we receive your pre-application.

IMPORTANT: Even if your organization and project are deemed eligible to move forward with a full application, it does not guarantee that your project will be approved for funding.

Step 4: Full application completion and submission

If your organization and project are deemed eligible to proceed, your GMF representative will inform you that the full application form is available through FCM's funding portal. They will also provide you with a project workbook to complete.

As you complete the application and the workbook, contact your GMF representative if you have questions or need help. Once you've filled out the application form and project workbook and attached the required supporting documents, submit all of this information through FCM's funding portal.

Step 5: GMF project officer review

Once your full application is submitted, a GMF project officer will be assigned to your file and will review your application for accuracy and completeness. They will work with you to resolve any questions and be your point of contact throughout the rest of the application and funding decision process.

Step 6: Peer and internal review

Following an external peer review and an internal analysis of your full application, a funding recommendation is made by GMF to FCM's Board of Directors.

Step 7: Funding decision

FCM's Board of Directors approves projects funded under GCCC – Urban Forestry Plans and Studies.

Note: Access urban forestry coaching

You can access free coaching support from urban forestry professionals to improve the quality of your application and receive answers to technical questions about your project. If you are interested in speaking with a coach to support your application, please ask your GMF representative to refer you.

Coaches can help you with:

- Scoping your project and reviewing methodology
- Maximizing project benefits
- Ensuring your project is informed by best practices in urban forestry

Your GMF representative may recommend coaching at different phases of the application process, including after eligibility determination (step 3) and peer and internal review (step 6). If your application is successful, coaching is also available as a resource to support you throughout the implementation of your project.

Please refer to our coaching webpage for more information on this service.

HOW TO COMPLETE A PRE-APPLICATION

Before you complete a pre-application form, please fill out the "**readiness check**" on our funding webpage. This will give you a good indication of whether your project may be eligible for GCCC – Urban Forestry Plans and Studies funding.

If you're not sure whether your project aligns with the funding requirements, or if you have questions about how to apply, please email us at gmfinfo@fcm.ca, call 1-877-417-0550, or book a meeting with a GMF representative.

After you have completed the readiness check and determined that your project may be eligible, please obtain the pre-application form through FCM's funding portal and follow the instructions in this guide to complete it.

GMF uses the information in your pre-application to evaluate whether your project aligns with GCCC – Urban Forestry Plans and Studies funding requirements and is eligible to proceed to the full application step. It also helps us determine if you might benefit from coaching during the application process.

Quebec municipal applicants

Quebec municipalities that are interested in applying should refer to our funding webpage for more details or contact us as outlined above.

Part A: Applicant information

In part A, please describe who you are, where you are from and who your main partners are, if any.

Participating organizations

In the participating organizations section, please provide the name and role of each participating organization. Use the guidance in the following table to help you complete this section.

IMPORTANT: If your organization is *not* a municipal government, your project must be delivered in partnership with one. You will be required to provide the name of the main project contact for your lead municipality on the project team. You will also be required to submit a municipal council resolution showing the municipal partnership.

Please see Appendix B: Required supporting documents for requirements of non-municipal applicants and Appendix E: Municipal council resolution template for an example of a council resolution.

Participating organizations	Required supporting information
Organization name [type to select from list in the portal]	Use the full legal name of the organization.
Organization role [select one]	Select from the following four options (in a drop-down menu): **Lead applicant:** the entity (e.g., not-for-profit, municipal services corporation, Indigenous community) championing the project in partnership with the lead municipality. The lead applicant signs the funding agreement with FCM, oversees the project (even if a third party completes the work), incurs the costs for the project and submits the required reporting to FCM. **Lead municipality:** the primary municipal partner to a non-municipal lead applicant; usually the municipality where the project is taking place or that will benefit from the project. **Lead applicant and municipality:** select this option if the lead applicant is a municipality. **Partner:** select this option if the organization is not the lead applicant or the lead municipality (e.g., projects with multiple municipal partners, non-municipal funders, etc.).

Project contacts

In the project contacts section, please provide details for the lead project contact(s). Be sure to include their primary role(s) in the project and their affiliated organization(s). Use the guidance in the table below to help you complete this section.

IMPORTANT: Contacts listed in this section will have access to view the application, but the form can only be submitted by the **application contact**, who is the primary contact for the application and the person who is permitted to submit the application. We recommend that you designate only one application contact who

will be responsible for completing the application process and receiving all related correspondence.

You may include additional contacts other than the application contact here, but it is not required at this stage. You will have to provide contact details for all project contacts at the full application stage, including a secondary contact from the lead applicant organization. If your organization is not a municipal government, you will also need to include a municipal contact from the municipality with which you are collaborating.

Project contacts	Required supporting information
Organization name [select from list in the portal]	You will only be permitted to select the names of the organizations you listed as participating organizations in the participating organizations section.
Contact name [open text]	Enter first and last name.
Contact role [select one]	One of the contacts you provide must be the **application contact**. If you wish to provide additional contacts, select them from the following list: **Secondary contact**: the secondary point of contact with the lead applicant organization supporting the submission of the application **Municipal contact**: contacts representing the municipality if not already identified as an application contact or a secondary contact **Consultant**: the primary contact representing the consulting team, if applicable **Read-only**: a contact who is permitted to view the application, but is not permitted to make changes to the application

Lead applicant community type

In the lead applicant community type section, please indicate if you belong to the listed community types.

Municipalities with populations of fewer than 10,000 as well as Indigenous, northern or remote communities are eligible to receive a higher cost share. See Appendix A: Funding details.

Question: Is the lead applicant an Indigenous community or a municipality partnering with an Indigenous community? [select one]

- Yes
- No

Question: Is the lead applicant a municipality with a population of fewer than 10,000, or a remote or northern community? [select one]

- Yes
- No

Part B: Project information

In part B, please provide an overview of your project, including the project category, title and description.

Project category

In the project category section, please select one of five project types, as listed below, to categorize your project. Review the categories and examples and then select the category that best fits your project from the drop-down list in the table.

Urban forest strategy or plan

These are long-term strategies or plans to manage, enhance and protect the entire urban forest.

Examples:

- Urban forest management plan or strategy (or update)
- Urban forest operational plan (e.g., implementation, long-term maintenance, monitoring)
- Urban forest asset management plan

Tree planting strategy or plan

These are strategies or plans specifically aimed at guiding community-wide or regional tree planting efforts, with a focus on achieving strategic tree planting goals and priorities, such as increasing tree abundance.

Examples:

- Tree planting strategy or framework
- Tree planting master plan

Urban forestry policy or guideline

These are projects that can help shape effective urban forestry policies, such as those that govern tree preservation, planting and maintenance.

Examples:

- Tree or urban forest bylaws
- Technical guidelines, manuals, standards and specifications
- Urban forestry best practices and operational design standards

Urban forestry community engagement strategy or plan

These are plans to involve community members in urban forest management and education.

Examples:

- Urban forest collaboration and partnership plans (e.g., stakeholder or rightsholder engagement plans)
- Community education and engagement strategy
- Capacity-building strategy for tree planting and maintenance

Urban forest assessment and analysis

These are projects that involve gathering, analyzing and assessing data and information to better understand and manage urban forests.

Examples:

- Tree inventory
- Land cover analysis (e.g., canopy cover, plantable area)
- Planting site inventory
- Canopy growth modelling
- Planting prioritization study (e.g., urban heat, equity)
- Forest structure and function study (e.g., biodiversity, connectivity, ecosystem services)
- Urban forest climate vulnerability assessment
- Urban forest current conditions assessment/baseline analysis (e.g., criteria and indicators assessment)
- Urban tree risk assessment (e.g., environmental, financial)

IMPORTANT: Your project may fall into one or more of the above categories, as these are not mutually exclusive. However, please select the category that best describes your project. For example, the development of an urban forest strategy could require the creation of a community engagement strategy and the completion of urban forest assessments and analyses. In this case, while your project includes the development of an engagement strategy and urban forest assessments, you would select “urban forest strategy or plan” as the application project type, as this will be the final deliverable for your project.

Question: Please indicate the category that best describes your project. [select one]

- Urban forest strategy or plan
- Tree planting strategy or plan
- Urban forestry policy or guideline
- Urban forestry community engagement strategy or plan
- Urban forest assessment and analysis

Project title

In the project title section, please indicate your project's working title. This title will be used to publicly identify the project. Use the guidance in the following table to help you complete this section.

Project title	Required supporting information
Project working title [open text]	The title should include, at a minimum: • the name of the municipality or, in the case of multiple municipalities, the region • a description of the project, with at least one keyword based on the project deliverable

Project description

In the project description section, please provide a short description of your project, including the objectives. Your project description should provide GMF staff with a reasonable understanding of what you plan to accomplish with the funding.

Details to include in your project description
• **Who:** Provide an overview of who will lead, partner on and help deliver (e.g., consultants) your project. • **What/when:** Describe the scope of your project. Include key activities, interim and final deliverables and an overall timeline. • **Where:** Describe the community or region where your project will take place. Highlight any unique characteristics or needs that your project will address. • **Why:** Describe the objectives of your project, and the specific outcomes you hope to achieve.

- **How:** Describe the methodology that will be used to implement your plan or study. Explain how the methodology aligns with the project's objectives, addresses all aspects of the project, specifies appropriate data collection methods and incorporates innovative strategies to achieve urban forestry goals and outcomes.

Part C: Project eligibility

In part C, please provide more information to help us evaluate your project's eligibility, including information about previous GCCC funding, the primary focus of the project, contributions to tree planting initiatives and a plan for measurable results.

Each lead municipality is only eligible to apply for one GCCC – Urban Forestry Plans and Studies grant. Please indicate if the lead municipality has already received funding for a GCCC – Urban Forestry Plans and Studies application.

If you respond yes to the question below, your project is not eligible for funding.

Question: Has the lead municipality already received funding for a GCCC – Urban Forestry Plan or Study? [select one]

- Yes
- No

Only projects where the primary focus is on forests or trees within your community are eligible for funding.

Examples of ineligible projects include plans or studies that focus on broader environmental or ecosystem issues rather than urban forests or trees within the community. This includes projects like biodiversity plans that address multiple ecosystems, natural asset management plans that cover natural assets beyond urban forestry, and general sustainability or green infrastructure plans where the focus is broader than trees or urban forests.

If you respond no to the question below, your project is not eligible for funding.

Question: Is the primary focus of the project on the forests/trees in your community? [select one]

- Yes
- No

Your urban forestry plan or study must contribute to building your community's capacity to prioritize, plan for or undertake future tree planting initiatives. This could include actions such as developing strategies, assessing tree planting needs or identifying key locations for future tree planting. While your plan or study does not need to be directly linked to a specific tree planting project, it should help lay the groundwork for future planting efforts.

If you respond no to the question below, your project is not eligible for funding.

Question: Will your project contribute to future tree planting initiatives in your community? [select one]

- Yes
- No

GCCC supports urban forestry projects that drive tangible, positive change in local communities. Only projects that include a clear, actionable plan to implement the results of the plan or study and lead to measurable changes and impacts will be considered for funding.

Examples of ineligible projects include plans or studies that focus solely on research without a clear path to implementation, theoretical plans without specific actions, or projects that do not have a strategy to achieve measurable, long-term outcomes.

If you respond no to the question below, your project is not eligible for funding.

Question: Does your project include a clear plan to implement the results to make measurable changes in your community? [select one]

- Yes
- No

Budget

In the budget section, please indicate your project's anticipated start and end dates, the amount of funding being requested and the anticipated total project cost.

IMPORTANT: The project must be completed within two years of receiving funding approval.

Budget	Required supporting information
Project start and end dates (yyyy-mm-dd) [date fields]	Indicate the anticipated start and end dates for your project.
Funding request ($) [currency field]	Indicate the amount of funding you are requesting for your project.
Anticipated total project cost ($) [currency field]	Provide the anticipated total cost of your project.

Part D: Declaration and signature

In the declaration and signature section, type the information of the person with signing authority from the lead applicant organization.

IMPORTANT: Only the application contact from the lead applicant organization can submit the pre-application form. This person must ensure they have permission to submit on behalf of their organization. Consultants working with a lead applicant to prepare the pre-application cannot sign the declaration or submit the pre-application.

Ready to submit your pre-application?

Submit your pre-application to GMF in FCM's funding portal. To do this, create a client profile in the portal and follow the steps listed there to fill out and submit your pre-application form.

If you have challenges submitting your pre-application, please email us at gmfinfo@fcm.ca, call 1-877-417-0550 or book a meeting with a GMF representative.

HOW TO COMPLETE A FULL APPLICATION

If your project is deemed eligible, based on the information you provided in your pre-application, your GMF representative will inform you that the full application form is available through FCM's funding portal. They will also provide you with a project workbook to complete and submit.

IMPORTANT: As part of your full application, you will be required to submit applicable supporting documents through FCM's funding portal. Supporting documents relevant to each part of the application are listed below and summarized in Appendix B: Required supporting documents.

As you complete the full application form and project workbook, please contact your GMF representative if you have any questions.

Part A: Applicant information

Instructions on how to provide information about the project applicants can be found in the pre-application Applicant information section.

Note: Please include contact details for additional project contact(s), if any, who were not identified at the pre-application stage.

Supporting document(s)

Required supporting documents for Part A, Applicant information:

The required supporting documents will differ depending on the type of lead applicant. See Appendix B: Required supporting documents for details, including templates where relevant.

All applicants:

- Evidence of municipal support

Non-municipal applicants:

- A municipal council resolution showing the municipal partnership
- Confirmation of organizational support from CEO or CFO
- Articles of incorporation
- Last three consecutive audited financial statements, if applicable.

Indigenous communities:

- If eligible through a partnership with a municipality:
  - A municipal council resolution showing the municipal partnership
- If eligible through a shared service agreement:
  - A shared service agreement with a Canadian municipality related to municipal infrastructure, climate change or adaptation.

Part B: Project information

In part B, please provide the project category, title and description for your project.

Note: When possible, please refer to specific page numbers or sections in your supporting documents when you are completing your full application, to make it easier for staff and peer reviewers to evaluate your application accurately.

Project category

Instructions on how to indicate your project category can be found in the pre-application Project information section.

Project title

Instructions on how to indicate your project title can be found in the pre-application Project information section.

Project description

Instructions on how to describe your project can be found in the pre-application Project information section.

In your full application, please expand on the project description from the pre-application by describing your overall project approach and methodology.

Part C: Project approach

In part C, please provide more information about your project's approach and methodology, including the project team, the engagement strategy, the connection to community and sustainability objectives, the implementation plan, measurement and monitoring activities and project challenges and mitigation strategies.

Project team

In the project team section, please identify the members of the team (including project partners, if any) and their roles in the project.

Your application should include at least one member of the lead applicant's project management team as well as anyone responsible for training and capacity building who will contribute to successful completion of your project. If your project is sponsored or championed by a municipal elected official, include them as well.

If you have not yet hired one or more key team members, please indicate this in your application (e.g., "consultant TBD") and detail their *anticipated* roles and responsibilities along with their *required* level of experience and expertise (i.e., as defined in your request for proposals to hire the consultant).

Project teams will be evaluated based on the composition of the team and its ability to lead the project to completion and deliver the expected benefits, and whether there is strong municipal staff participation throughout the project.

Question: Please describe in the table below the roles and responsibilities of the project team and partners.

[fillable table]

Name	Title	Organization	Scope of responsibilities	Years of experience
[open text]	[open text]	[open text]	[open text]	[numerical]

Engagement strategy

In the engagement strategy section, please provide information about your project's plan for engagement and inclusive engagement practices. When describing your engagement strategy, please indicate the extent to which you have identified and engaged and/or plan to engage relevant rightsholders and stakeholders for project planning, design, execution and operations. These might include operations staff, staff from other relevant departments, council members, regulators, agencies, Indigenous groups from the traditional territories the municipality is situated upon, citizens' groups and not-for-profit organizations.

IMPORTANT: If an engagement strategy has already been created for the project, please include it as a supporting document with your submission.

Where appropriate, GMF strongly encourages project applicants to build broad public support with the community, as well as inclusive, accessible and authentic engagement with and representation of equity-deserving groups.

For each group identified, indicate the level of engagement from the following five categories, taken from IAP2's Spectrum of Public Participation:

- **Inform:** You will provide or have provided the group with balanced and objective information to assist the group to understand the problem, alternatives and/or solutions.
- **Consult:** You will provide or have provided opportunities for the group to share feedback on analysis, alternatives and/or decisions.
- **Involve:** You will work or have worked directly with the group throughout the process to ensure their concerns and aspirations are consistently understood and considered.
- **Collaborate:** You will partner or have partnered with the group in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.
- **Empower:** This group will have or has had final decision-making power.

Question: Please describe in the table below the project's engagement plan.

[fillable table]

Stakeholder or rightsholder, including equity-deserving groups	Level of engagement	Description
Group A	[select one]* • Inform • Consult • Involve • Collaborate • Empower	[open text]
Group B	[select one]* • Inform • Consult • Involve • Collaborate • Empower * In cases where one activity serves several purposes, select the *highest* degree of engagement the activity serves (e.g., "consult" rather than "inform")	[open text]

In the engagement strategy section, please describe any inclusive engagement practices that were or will be implemented for your project, or how you plan to develop these practices with stakeholders and rightsholders.

Inclusive community engagement entails identifying and engaging with equity-deserving groups that have an interest in the project, reducing barriers to participation, empowering diverse groups with decision-making, and building relationships and connections through meaningful engagement.

Examples of inclusive engagement practices include, but are not limited to, the following:

- Identifying and addressing potential barriers to participation by equity-deserving groups (e.g., personal resources, motivation and attitude, cultural factors)
- Making changes to the project based on feedback received from community engagement activities
- Using multiple methods of communication to help reach diverse groups in the community
- Reviewing communication materials for improved accessibility (e.g., written clearly in a plain language style; translated into the languages spoken in the community; formatted with high-contrast colours, accessible fonts, alt text for visuals)

Question: Please describe any inclusive engagement practices that will be part of the project.

[open text]

Connection to community and sustainability objectives

In the connection to community and sustainability objectives section, please describe how your plan or study is linked to, or supported by, the municipality's broader urban forest management priorities or sustainability objectives, as outlined in existing municipal policies, plans, programs or guidelines (e.g., climate action plans, biodiversity strategies, natural asset management plans, municipal council priorities, etc.). Please explain how your plan or study advances or complements these objectives and discuss any trade-offs between different sustainability goals, if relevant.

When describing the community or sustainability objectives in your response, please provide brief descriptions and web links (if available) to the documents you reference, including relevant page numbers or sections that demonstrate alignment. In your description of how the plan or study supports each objective, also comment on how your project fits the size, scale, and capacity of your municipality, and how it advances local priorities.

Question: Please describe in the table below how this plan or study is aligned with your community's urban forest management priorities or broader sustainability objectives.

[fillable table]

Community or sustainability objective(s)	Description of how the plan or study supports the objective(s)
[open text]	[open text]

Project implementation

In the project implementation section, please explain how you plan to implement your plan or study. Your plan or study should have a clear, actionable strategy to ensure that the actions and recommendations that are developed in your plan or study will be effectively carried out and sustained.

Describe how you will manage the transition from planning to execution, including the steps you will take to ensure you have the necessary resources to implement the actions or recommendations, the timelines for implementation and who will be responsible. You can also highlight any existing collaborations or new partnerships that will support the long-term implementation of the project.

Question: Please describe how you will ensure that the actions and recommendations developed in your plan or study will be carried out after the plan or study is completed and how they will continue to be supported over time.

[open text]

Measuring and monitoring

GCCC funds urban forestry plans and studies that present a comprehensive, actionable and realistic plan to measure results and make adjustments based on outcomes.

Please describe how you will measure success and the outcomes of your plan or study, including your plan for collecting performance data, and the methods and indicators that will be used to monitor progress toward the specified environmental, social and economic benefits.

Question: Please describe how you will measure and monitor the implementation of your plan or study.

[open text]

Project challenges and mitigation strategies

In the project challenge and mitigation strategies section, please describe the key risks and challenges you may face in developing and implementing your project, and how you will manage and mitigate them. Risks and challenges may be environmental, technical, operational, planning, and time- and cost-related.

Your response should show an understanding and adoption of risk management strategies with appropriate mitigation of potential risks to the project.

Question: Please identify in the table below the potential risks and challenges in executing and implementing this project and provide your proposed mitigation strategy for each risk or challenge.

[fillable table]

Risk/challenge description	Mitigation strategy
[open text]	[open text]

Supporting document(s)

Required supporting documents for Part C, Project approach:

- Project team members' resumés or documents listing their professional qualifications and experience as they relate to this project.
- Letters of support from project partners, if applicable

Note: Please provide detailed resumés or descriptions of the experience of the lead members of the project team. Short descriptions of experience are sufficient for other team members.

Optional supporting documents for Part C, Project approach:

- Engagement strategy
- Risk register document (in addition to the project challenges and mitigation strategies table)
- Documentation indicating your community or sustainability objectives

Part D: Project benefits

In part D, we want to better understand your project's anticipated benefits and outcomes.

In the benefits section, please answer questions a) through e) to explain how your project will identify and prioritize different benefits.

Please describe how your project will identify and prioritize socio-economic benefits in your community:

- **social benefits**, which could include increased access to new and improved shared spaces and green spaces, improved air quality, improved public health, improved safety or security, and reduced noise.
- **economic benefits**, which could include creating quality jobs, applying social and local procurement of goods and services criteria, or building community wealth.

Question a) Please describe how your plan or study will consider socio-economic benefits.

[open text]

Please describe how your plan or study will incorporate a climate lens into the planning process, to ultimately improve community climate change resilience. This could include urban forest planning to reduce the effects of urban heat islands, manage stormwater or prioritize planting in areas with low canopy cover.

Question b) Please describe how your plan or study will consider community climate change resilience.

[open text]

Please describe how your plan or study will consider biodiversity and ecosystem health outcomes or benefits that your project could generate. Examples of benefits may include habitat restoration, support for species at risk and other species of interest, planting to increase ecosystem connectivity, and restoring or enhancing the ecological value of sites.

Question c) Please describe how your plan or study will consider biodiversity and ecosystem health.
[open text]

GCCC funds urban forestry plans or studies that help communities overcome barriers to planting trees, build the skills and resources necessary for the successful implementation of planting projects and strengthen the community's capacity to maintain and expand the tree canopy cover over time.

While your urban forestry plan or study does not need to be directly linked to a specific tree planting project, it should lay the groundwork for future planting efforts. This can include creating strategies, policies or frameworks that support tree planting and canopy expansion, such as regulations or strategies that ensure tree replacement and long-term urban forest sustainability.

Please describe how your project will contribute to future tree planting initiatives in your community, including increases to the community's capacity to undertake future tree planting initiatives, whether through policy development, planning strategies or other actions that support long-term tree canopy maintenance and growth.

Question d) Please describe how your plan or study will contribute to future tree planting initiatives in your community.

[open text]

GCCC supports urban forestry plans or studies that address Reconciliation, anti-racism, equity and inclusion. Please describe how your project ensures that the benefits of urban forests (e.g., improved air quality, access to green spaces, community climate resilience) are accessible to all members of your community, especially racialized persons, Indigenous peoples and other equity-deserving groups.

Here is some guidance on how to integrate Reconciliation, anti-racism, equity and inclusion into your project:

- **Advancing Reconciliation with Indigenous communities:** Engage Indigenous communities to ensure their knowledge, rights and cultural values are incorporated into urban forest planning. Consider and prioritize Indigenous ecological practices and perspectives in decision making about urban forest management.
- **Integrating an equity lens:** Identify equity-deserving groups and communities and rightsholders that may be affected by your project. Assess tree canopy cover to identify areas of greatest need for these communities. Ensure the inclusive engagement and active involvement of equity-deserving groups in the decision-making and planning process.
- **Ensuring equitable access to benefits:** Ensure all community members, especially equity-deserving groups, have equitable access to the benefits of tree canopy and urban forestry initiatives. This includes improving equitable access to green spaces with tree cover, promoting tree planting in areas of

greatest need, and providing resources and education to communities with limited access to trees and the benefits of urban forests.

- **Building capacity for long-term equity and inclusion:** Provide training for staff and community members to help them understand and address the needs of equity-deserving groups. Establish clear mechanisms to monitor, report and adjust strategies to ensure equitable benefits for all, especially those in greatest need. Leverage partnerships to achieve equity goals.
- **Addressing historical disparities and environmental justice:** Acknowledge historical inequities in access to trees and green spaces, to ensure your project addresses some of these disparities, promotes anti-racism and provides long-term solutions to improve green space access for equity-deserving groups.

Question e) Please describe how you plan on integrating Reconciliation, anti-racism, equity and inclusion into your plan or study to ensure equitable access to benefits, especially in communities of greatest need.

[open text]

Supporting document(s)

Optional supporting documents for Part D, Project benefits:

- You may provide additional documentation that provides further details about your project's benefits.

Part E: Budget and workplan

Before completing part E, please complete the project workbook provided to you by your GMF representative.

Be sure to consult Appendix A: Funding details to determine what cost share you are eligible for, and Appendix D: Reporting requirements to ensure that your project's budget includes sufficient resources to meet the reporting requirements.

Budgets should be realistic and reflect the proposed workplan, which should have concrete deliverables tied to established project milestones. The workplan should also have realistic timelines and consider elements such as data collection, project monitoring and performance verification.

Budgets and workplans will be evaluated based on industry standards for projects of similar size, scope and location.

In the budget table, please review the budget information about your project that was provided at the pre-application stage and update it if necessary. Please ensure

that the values for the funding request and the anticipated total project costs are the same as those in your project workbook.

Budget	Required supporting information
Project start and end date (yyyy-mm-dd) [date-time field]	Indicate the start and end dates for your project
Funding request ($) [currency field]	Indicate the amount of funding you are requesting for your project
Anticipated total project cost ($) [currency field]	Provide the total costs of your project

Supporting document(s)

Required supporting documents for Part E, Budget and workplan:

See Appendix B: Required supporting documents for details, including templates where relevant.

- GCCC – Urban Forest Plans and Studies project workbook
- Letters from each confirmed source of funding

IMPORTANT: Your project workbook is a critical supporting document for your funding application. It will be used to create the funding agreement for approved projects and for project monitoring. *Please be sure to carefully read and follow the instructions provided in the project workbook.*

Optional supporting documents for Part E, Budget and workplan:

- You may attach additional documentation that provides further details about your project budget and workplan.

Part F: Declaration and signature

In the declaration and signature section, type the information of the person with signing authority from the lead applicant organization (i.e., the person who will sign the funding agreement if your application is successful). There is no need to physically sign the application.

IMPORTANT: Only the application contact from the lead applicant organization can submit the full application form. This person must ensure they have permission to submit the application on behalf of their organization. Consultants working with a lead applicant to prepare the application cannot sign the declaration or submit the application.

Ready to submit your full application?

Once you have verified that the information in your full application form and project workbook is complete, and that you have gathered all required supporting documents, submit your completed application in FCM's funding portal.

Your completed application should include:

- Your full application form as a PDF file
- Your project workbook as an Excel file
- All required supporting documents listed in Appendix B, uploaded in the "supporting documents" section

Ensuring that your submission is complete will shorten processing time, so take a little extra time to check that you have provided all the information requested in the application form, and that your project workbook is complete.

Please refer to our guidelines for attachments to find out which file formats are accepted, the limits on file size and what to do if your files are too large.

After you have submitted your application, a GMF project officer will review it for accuracy and completeness. They will work with you to resolve any questions and be your point of contact throughout the rest of the application and funding decision process.

NEED HELP, OR HAVE SUGGESTIONS?

If you are having trouble completing or submitting your application or uploading files, or if you have suggestions to improve this guide, we want to hear from you.

Please email us at gmfinfo@fcm.ca or give us a call at 1-877-417-0550.

APPENDIX A: FUNDING DETAILS

The table below presents a funding overview of the GCCC – Urban Forestry Plans and Studies initiative. Funding amounts are based on total eligible costs for each stage.

Further details on eligible costs are provided on our funding webpage.

Funding details
GCCC – Urban Forestry Plans and Studies will contribute up to 80 percent of eligible costs, up to a maximum grant amount of $175,000. • Municipalities with populations of fewer than 10,000, northern and remote communities will receive a cost share of 90 percent. • Indigenous communities, or local governments applying in partnership with an Indigenous community, will receive a cost share of 100 percent.

APPENDIX B: REQUIRED SUPPORTING DOCUMENTS

Along with your submission of the full application form and the project workbook, you will need to include supporting documents with information about your organization and details of your project. Required supporting documents differ depending on the type of project and whether your organization is a municipal government or a partner of a municipal government.

The table below lists the required documents along with the conditions your organization must fulfil before you can apply to the GCCC – Urban Forestry Plans and Studies initiative.

Additional supporting documents may be requested. You are also welcome to provide further evidence as it becomes available.

Note: When possible, please refer to specific page numbers or sections in your supporting documents when you are completing your full application, to make it easier for staff and peer reviewers to evaluate your application accurately.

Applicant category	Required documents
All applicants	• Completed application form • Completed project workbook, including budget and workplan • Letters from each confirmed source of funding specifying the amount of cash and/or the value of any staff time or in-kind contributions to the project Note: You are not required to have all sources of funding confirmed prior to submitting your application. However, funding that is confirmed must be supported with a letter using this template. • Evidence of municipal support (e.g., council resolution or letter of support using the template) signed by the mayor, CAO or designated authority on behalf of council, describing the municipality's commitment to the project and funding application) • Project team resumés • Letters of support from project partners, if applicable

Non-municipal applicants	• Municipal council resolution confirming municipal partnership on the project • Confirmation of organizational support from CEO or CFO (using the template) • Articles of incorporation, including all supporting documentation • Last three consecutive audited financial statements, if applicable. If you don't have audited financial statements, please provide any of the following documents: review engagements, annual reports to CRA or published financial reports.

Eligible Indigenous communities	• If eligible through partnership with a municipality:
	  ○ municipal council resolution stating municipal partnership
	• If eligible through a shared service agreement:
	  ○ shared service agreement with a Canadian municipality related to municipal infrastructure, climate change or adaptation

APPENDIX C: EVALUATION OF APPLICATIONS

External peer reviewers will evaluate all funding applications. There will also be an internal analysis to provide a funding recommendation to FCM's Board of Directors.

GMF will evaluate your project using the following criteria:

Evaluation criteria (weight %)	Performance expectation
Project approach	
Overall project approach and methodology (20%)	The project methodology is effective, relevant, comprehensive, well aligned with project objectives and urban forestry goals. Data collection methods are appropriate.
Engagement strategy (15%)	The project's rightsholder and stakeholder engagement processes will show a commitment to building broad and ongoing internal and external support from the beginning. Inclusive engagement practices will be used to identify and engage relevant rightsholders and stakeholders for planning (e.g., operations staff, staff from other departments, council, regulators, agencies, Indigenous groups, citizen groups, not-for-profit organizations). There is an emphasis on building broad public support with the community (e.g., promoting an understanding of reasons for project selection, trade-offs and long-term benefits, collecting feedback on project design) as well as ensuring inclusive, accessible, and authentic engagement and representation of equity-deserving groups.
Connection to community and sustainability objectives (10%)	The project is aligned with broader community and sustainability objectives and with broader municipal or regional environmental policy and governance considerations. It advances the lead municipality's priorities; is appropriate for the size and scale of the municipality; and is supported by existing plans, policies, programs, guidelines, or council priorities.
Project benefits	
Socio-economic benefits (10%)	The project will consider how to generate social and economic benefits for the community. There is a clearly articulated rationale and intent to consider socio-economic benefits in the planning process.

Community resilience to climate change (10%)	The project will consider how to improve community resilience to climate change. There is a clearly articulated rationale and intent to incorporate a climate lens into the planning process.
Biodiversity and ecosystem health (10%)	The project will consider how to increase biodiversity and improve ecosystem health. There is a clearly articulated rationale and intent to incorporate a biodiversity lens into the planning process.
Increasing capacity for future tree planting (15%)	The project will significantly enhance the community's ability to prioritize and undertake future tree planting initiatives.
Reconciliation, anti-racism, equity and inclusion (10%)	The project clearly integrates principles of Reconciliation, anti-racism, equity, and inclusion throughout the planning process, with detailed strategies to prioritize equity-deserving groups; involve them in decision-making; and address systemic inequities in tree planting, resource distribution and access to benefits.
Project implementation	
Team and partners (pass/fail)	The project team has the appropriate capability and expertise to successfully carry out the proposed project, with experience managing complex projects. There is strong municipal staff participation throughout the project that will enable municipal staff and, where applicable, rightsholders and stakeholders, to build and retain the skills and knowledge needed to undertake the project.
Likelihood of implementation (pass/fail)	The project has a detailed, realistic plan for implementation after completion, with defined timelines, responsibilities, secured resources, partnerships and strategies for long-term implementation. It is feasible for the actions and recommendations generated by the project to be successfully carried out and sustained over time.
Measuring and monitoring (pass/fail)	The project has a comprehensive, actionable, and realistic plan for measuring and monitoring performance data. It has defined clear objectives, success criteria and key performance indicators and has a strategy for measuring progress towards achieving benefits at the implementation stage and adjusting based on outcomes.
Risk management (pass/fail)	The project identifies and assesses all relevant risks, including environmental, technical, operational,

	planning, time and cost-related risks. It has developed suitable risk management plans and mitigation strategies that are appropriate for the size of the project.
Workplan (pass/fail)	The project workplan is specific and measurable. All activities are explained in appropriate detail, and the workplan identifies concrete deliverables. Timelines are realistic and the project is likely to be completed on time.
Budget (pass/fail)	The budget is detailed, realistic and reflects the proposed workplan, with a clear breakdown of amounts. It represents good value, and all costs contribute to achieving the project outcomes.

APPENDIX D: REPORTING REQUIREMENTS

If your project is approved for funding, you will be required to submit project reports to GMF. The purpose of these reports is to confirm that your project is progressing as planned or to inform GMF of changes. The reports are also a means of sharing your community's experience in undertaking the project with others seeking to address similar issues in their communities.

Project reports ask you to provide information related to project outcomes, key stakeholders involved in the project, methodology and approach used, your findings and recommendations, next steps in the project and lessons learned from the project. The reports are typically in the range of five to ten pages but may be longer depending on the complexity of the project.

Before submitting your application, it is important to consider all required reporting documents for project completion and disbursement. Please ensure that your project workbook includes sufficient budgetary accommodations for final reporting needs. This includes, but is not limited to, sufficient staff time.

The following reporting documents will be required:

- Final plan or study deliverable
- Project completion report
- Updated project workbook that includes:
    - An expense claim
    - All confirmed sources of funding
- Request for disbursement

APPENDIX E: MUNICIPAL COUNCIL RESOLUTION TEMPLATE

Instructions

To be eligible for GCCC – Urban Forestry Plans and Studies funding, non-municipal applicants must provide a resolution drafted and adopted by the municipal council partnering on the project.

When submitting your application, please include proof that the resolution was adopted by submitting *one* of the following:

- a formal copy of the resolution (on letterhead with a seal or signature and date)
- a signed and dated copy of the minutes at which the motion was adopted, including the text of the resolution
- a signed and dated copy of the text of the resolution, with confirmation that the text is identical to that adopted by council

A resolution is not required for municipal lead applicants. However, a resolution may be used to show evidence of municipal support, which is an application submission requirement.

Council resolution requirements

If you choose to draft your own resolution, it must acknowledge that the partner organization is submitting the application in partnership with the municipality.

Sample council resolution text

Whereas, <name of municipality> has the following interest: (list the main reasons for the municipal interest in the project)

Whereas, <name of partner organization> is undertaking <project title>

Be it resolved that <official name of council> acknowledges that <name of partner organization> is applying for a funding opportunity from the Federation of Canadian Municipalities' Growing Canada's Community Canopies initiative for <project title>, in partnership with <name of municipality>.

APPENDIX F: GLOSSARY OF KEY TERMS

2SLGBTQI+: Two-spirit, lesbian, gay, bisexual, transgender, queer, intersex and others. The symbol "+" represents people who identify as being part of various sexual and gender communities and use additional terminologies.

Accessibility: In the context of GMF-funded projects, accessibility is centred on both tangible and intangible improvements. Tangible improvements to accessibility could mean creating physical spaces to aid people living with disabilities or mobility issues. Intangible improvements could mean implementing measures for greater access to services for people living with disabilities, such as sensory-friendly quiet hours or flexible scheduling and service delivery.

Biodiversity: Short for biological diversity, biodiversity refers to the variability among living organisms, including diversity within species, between species and of ecosystems. Biodiversity is crucial for maintaining ecological balance, sustaining ecosystems and providing numerous benefits through ecosystem services (e.g., pollination, purification of water and air).

Canopy cover: The layer of leaves, branches and trunks of trees that cover the ground when viewed from above. “Planting in urban areas with disproportionately low canopy cover” refers to areas within cities or towns where the amount of tree cover is significantly lower compared to other parts of the urban environment.

Carbon sequestration: The process of capturing and storing atmospheric carbon dioxide. It is one method of reducing the amount of carbon dioxide in the atmosphere with the goal of reducing global climate change. This process can occur naturally, such as through plant growth, or can be facilitated by certain technologies.

Community climate change resilience: The ability of a community to endure or recover from the impacts of extreme weather and other events worsened by climate change.

Connectivity: The physical and functional links between and within ecosystems that allow wildlife to move freely and that support ecological processes.

Ecosystem health: The condition or state of an ecosystem. It is a measure of the stability and sustainability of an ecosystem, its ability to maintain its structure and functions, and its capacity to withstand stress and disturbances.

Ecosystem services: The benefits that humans receive from ecosystems, including food and water (provisioning), climate and flood regulation (regulating), recreational and cultural value (cultural), and the natural processes that support these functions (supporting).

Equity-deserving group: A group of people who, because of systemic discrimination, face barriers that prevent them from having the same access to the resources and opportunities available to other members of society, and that are

necessary for them to attain just outcomes. This phrase can refer to Indigenous peoples, newcomers to Canada, non-binary persons, people who are part of 2SLGBTQI+ communities, religious minority groups, people living with disabilities, racialized persons and women.

Equitable access to the benefits of tree canopy: Planting in neighborhoods where social and economic factors can amplify climate hazards — such as in communities with lower income levels and/or with varied employment statuses, racial or ethnic backgrounds, health statuses, and age groups.

Improved shared spaces: Improvements to shared spaces can include physical elements (e.g., new or renovated parks), intangible elements (e.g., cultural, educational and recreational opportunities), and improved safety and security (e.g., road and pedestrian safety and food security). The additional shade that trees provide can be incorporated as part of outdoor shared spaces, allowing for more cooling to reduce the urban heat island effect. Trees and natural spaces can also reduce stress and increase feelings of well-being. They can also act as a sound barrier, reducing noise pollution in shared spaces.

Indigenous community: In the context of GMF funding, an Indigenous community (which includes First Nations, Métis and Inuit) is eligible to apply if a province or territory has passed an act or a regulation that affords a community the status of a municipality, if the Indigenous community is undertaking an eligible project in partnership with a municipal government, or if the Indigenous community has a shared service agreement for any purpose with a municipal government related to municipal infrastructure, climate change or adaptation.

Indigenous peoples: First Nations, Métis and Inuit people and communities, including urban Indigenous communities.

Meaningful engagement: An intentional process undertaken with the purpose of working in inclusive and respectful ways with all stakeholders and rightsholders to shape decisions, actions, impacts or change.

Newcomers to Canada: A self-identified group that may include people who have obtained landed immigrant status, refugee status or permanent resident status up to five years prior to a given census year.

Non-binary persons: Persons whose gender identity does not align with a binary understanding of gender such as “man” or “woman.”

Northern community: A community located in the North, which in the context of GMF funding is defined as the three territories and the northern portion of the following seven provinces, as defined by Statistics Canada codes: Newfoundland and Labrador (10), Québec (24), Ontario (35), Manitoba (46), Saskatchewan (47), Alberta (48) and British Columbia (59).

People living with disabilities: People who have a long-term or recurring physical, mental, psychiatric, intellectual or sensory impairment that, in interaction with various attitudinal and environmental barriers, hinders their full and effective participation in society on an equal basis with others. This is a self-identified status and does not require an external or formal recognition of disability.

Racialized persons: A person or group of people categorized according to ethnic or racial characteristics and subjected to discrimination on that basis.

Religious minority groups: A group of people who share religious characteristics that differ from those of the majority or dominant population, and who often experience discrimination or exclusion as a result.

Remote community: In the context of GMF funding, this refers to communities listed on the Canada Revenue Agency list of places located in prescribed zones (formerly referred to as "Northern communities").

Rightsholders: In Canada, Indigenous peoples have constitutionally protected rights. This means there is a duty to consult Indigenous peoples, as rightsholders, in Canada (e.g., in resource development projects).

Species at risk: An extirpated, endangered or threatened species or a species of special concern, including any species of animals, birds, fish, plants or other organisms that are at risk of extinction due to habitat loss, climate change, overexploitation and other factors.

Stakeholders: An individual or group that is concerned about a particular issue and/or that holds legal or de facto rights to manage or make decisions about it.

Tree planting strategy: A high-level plan that outlines strategic goals and guiding principles for tree planting in a community or region.

Tree planting master plan: A detailed, prioritized plan that defines specific actions, sites, species, budgets and schedules to implement tree planting efforts.

Urban heat island: Urbanized areas that experience higher temperatures than outlying areas. Buildings, roads and other infrastructure absorb and re-emit the sun's heat more than natural landscapes, such as forests and water bodies. Urban areas where these structures are highly concentrated and greenery is limited become "islands" of higher temperatures relative to outlying areas. Communities in these areas often face heightened risks of heat-related illnesses, reduced air quality and higher energy consumption.

Urban forest asset management plan: A planning document that sets out activities and costs for managing urban forest assets to achieve an expected level of service.

Urban forest management plan: A comprehensive, long-term plan or strategy focused on managing, enhancing and sustaining urban forests.

Urban forest operational plan: A short to medium-term action plan that translates the vision of goals of an urban forest management plan into specific, measurable activities (e.g. long-term monitoring or maintenance).

Urban forestry: The sustained planning, planting, protection, maintenance and care of trees, forests, greenspace and related resources in and around communities to create economic, environmental, social and public health benefits. Urban forestry practices are relevant to communities of any size.

Women: All people who identify as women, whether they are cisgender or transgender.

VILLAGE OF SAYWARD

BYLAW NO. 519

A BYLAW TO PROVIDE FOR THE AMENDMENT OF THE FINANCIAL PLAN (2025-2029)

WHEREAS pursuant to Section 165 of the *Community Charter*, "Five Year Financial Plan Bylaw No. 514, 2025" was adopted on April 17, 2025;

AND WHEREAS pursuant to Section 165 (2) of the *Community Charter*, the financial plan may be amended by bylaw at any time;

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

1. This Bylaw may be cited as **"Five Year Financial Plan Amendment Bylaw No. 519, 2025"**

2. "Five Year Financial Plan Bylaw No. 514, 2025" is hereby amended by deleting Schedule "A" in its entirety and replacing it with Schedule "A" attached to and forming part of this Bylaw.

Read a first time on the 13th day of January 2026.

Read a second time on the 13th day of January 2026.

Read a third time on the 13th day of January 2026.

Adopted on the ___ day of _____ 20___.

Certified a true copy of Bylaw No. 519
this ___ day of _____, _____

Chief Administrative Officer
Village of Sayward

Mayor

Corporate Officer

Village of Sayward
2025 – 2029 Five Year Financial Plan Amendment Bylaw No. 519, 2025 – Schedule A

	2025	2026	2027	2028	2029
REVENUES					
Taxation					
Property Value Taxes	625,395	662,918	702,693	744,855	789,546
Parcel Taxes	8,108	0	0	0	0
Utilities/Payments in Lieu of Taxes	14,349	14,897	15,469	16,067	16,691
Total Taxation	**647,851**	**677,815**	**718,163**	**760,922**	**806,237**
Fees and Charges					
Recreation	22,528	22,583	22,639	22,696	22,755
Licences/Permits	13,310	13,310	13,310	13,310	13,310
Sewer Utility	104,506	107,917	113,313	118,978	124,927
Water Utility	199,076	212,780	216,919	226,515	236,591
Solid Waste Fees	51,182	53,741	56,428	59,249	62,212
Other Revenue	193,306	194,130	194,771	195,430	196,108
Total Fees and Charges	**583,908**	**604,461**	**617,380**	**636,179**	**655,902**
Other Revenue					
Federal Government Grants	78,620	75,149	75,149	75,149	75,149
Provincial Government Grants	368,500	368,500	368,500	368,500	368,500
Capital Asset Grants	1,278,197	0	0	0	0
Other Grants	171,500	7,500	49,500	49,500	49,500
Total Other Revenue	**1,896,817**	**451,149**	**493,149**	**493,149**	**493,149**
Proceeds From Borrowing	0	0	0	0	0
Transfers Between Funds					
Statutory Reserve Funds	0	0	0	0	0
Surplus/Reserve Accounts	713,879	60,100	50,000	50,000	50,000
TOTAL REVENUE	**3,842,455**	**1,793,525**	**1,878,692**	**1,940,250**	**2,005,289**
EXPENSES					
Municipal Purposes					
General Government Services	750,890	760,300	757,571	765,148	772,952
Fire, Emergency & Protective Services	63,709	25,230	25,778	26,356	26,965
Public Works, Roads, Drainage	169,293	173,856	174,760	177,759	180,860
Parks & Recreation	274,319	279,307	285,306	291,584	298,164
Sewer Utility	103,087	105,090	107,164	109,315	111,547
Water Utility	197,776	203,976	208,024	212,246	216,655
Solid Waste Operations	52,100	53,080	54,080	55,099	56,139
Interest Payment on Municipal Debt	1,487	0	0	0	0
Amortization	290,497	290,497	290,497	290,497	290,497
Annual Surplus/(Deficit)	**1,939,297**	**-97,810**	**-24,487**	**12,246**	**51,509**

Village of Sayward
2025 – 2029 Five Year Financial Plan Bylaw No. 519, 2025 – Schedule A cont'd

Capital Expenditures					
General Capital Expenditures	1,912,076	50,000	50,000	50,000	50,000
Sewer Capital Expenditures	0	0	0	0	0
Water Capital Expenditures	0	0	0	0	0
Principal Payment on Municipal Debt	8,201	0	0	0	0
Adjustment for Non-Cash Items (Amortization)	-290,497	-290,497	-290,497	-290,497	-290,497
Transfers Between Funds					
Statutory Reserve Funds	0	0	0	0	0
Surplus/Reserve Accounts	309,516	142,687	216,010	252,743	292,006
FINANCIAL PLAN BALANCE	**0**	**0**	**0**	**0**	**0**

From: Chair
To: CAO Sayward
Subject: REVISED Sayward Futures Society- Destination BC Sponsor Confirmation Letter.
Date: Tuesday, January 20, 2026 10:57:48 PM
Attachments:

RE: Destination BC Verification
Date: 2026-01-20

Dear CAO Young Mayor and Council

It is that time of year again where Destination BC has asked Sayward Futures Society as the lead organization responsible for operation of the Tourism Information Center for a quick verification letter. As you may recall, this came up last year and while typically this is letter is something that municipal staff typically writes for communities with Information Centers, the request for the letter went before Council last year. At that time, the decision was made to have this annual requirement come before Council each year. As indicated last year, this is not a letter regarding tourism or anything past the operating of the Information Center currently located at the Kelsey Bay Wharf.

As you are aware, Sayward Futures Society has operated an Information Center as an Affiliate member for the past couple of years. We were excited to obtain the affiliate status, giving us the ability to advertise the recognizable blue ï" signage. The affiliate status also allowed our location to be recognized by Destination BC and therefore listed in all their information. Further, with affiliate membership, we were given access to collateral from other municipalities to hand out to people visiting our area. This affiliate Information Center is run at the Sayward Future Society's own cost (not funded by the municipality in any way), and we are delighted to report a marketed increase in visitors to the Info Center at the wharf year over year.

We are also excited to report that we have been offered Full Network Status by Destination BC as a trail. This is a unique opportunity that allows much more access to information and information. While there is no Destination Canada budget to support Sayward Futures Society financially as a Full Network Information Center, Destination Canada has offered amazing resources that come with full network status, recognizing the important work our local Info Center does in promoting the Sayward Valley and North Island. This Full Network Status is conditional on Sayward Futures Society meeting the terms and conditions for Full Network Status and while this means more volunteer hours

and commitment by our Board, we are determined for Sayward to be recognized as the gateway to the North Island.

As mentioned, one of the requirements by Destination Canada (regardless of network or affiliate status) is the completion of a templated confirmation letter by the municipality. Again, this is a mandatory requirement of Destination Canada to be recognized as an official information center, and the Information Center cannot operate without this.

In this way, we respectfully ask that the following motion be considered and approved by Council at this upcoming Council Meeting:

THAT Council directs staff to complete the Sponsor Confirmation Letter recognizing Sayward Futures as the lead organization recognized by the Village of Sayward for the provision of our community's visitor services for the term of _____year(s).

Ideally, Council would grant a term of not less than five (5) years in order for Sayward Futures Society to justify investment into the Information Center, allowing for much needed renovations.

Thank you again,

Jason Johnson
Chair, Sayward Futures Society

Direct: 604-355-1552
Email: Chair@SaywardFutures.ca

SAYWARD FUTURES SOCIETY
Our Community, Our Future

<ON LETTERHEAD of COMMUNITY (not sponsor organization)>

<DATE>

Destination British Columbia

12th Floor – 510 Burrard Street

Vancouver, BC V6C 3A8

Attn: Visitor Services Network Program

RE: Visitor Services in <COMMUNITY>

Please accept this letter as confirmation that <ORGANIZATION> is the lead organization recognized by <COMMUNITY> for the provision of our community's visitor services.

Kind regards,

<NAME & SIGNATURE>

Appendix I
Visitor Services Network Program Requirements
April 1, 2026 – March 31, 2027

The mandate of the Visitor Services Network Program is to ensure that exemplary visitor services are delivered, using a multi-channel approach, based on our visitors' information needs when and where they are needed.

Building and operating a Visitor Centre and/or providing visitor services is a local decision. Destination BC contributes funding to some Network members, and tools and resources to assist in meeting the needs of visitors to their communities; however the costs associated with the provision of visitor services are a community responsibility. Destination BC encourages communities to consider the variety of information sources (visitor centres, kiosks, mobile approaches, online channels, etc.) utilized by today's visitor and offer services that best meet the unique needs and expectations of visitors to their community.

The Visitor Services Sponsor Organization must adhere to the following requirements in the membership term of April 1, 2026 to March 31, 2027. Destination BC will monitor compliance with all Network Program requirements throughout the year and may request a formal conversation in the event of non-compliance to determine continued participation in the program.

1) OPERATIONS:

a) Be the lead organization recognized by the applicable level of government(s) (e.g. Municipality, First Nations, Village, District) as the provider of community tourism visitor services.
b) Provide a letter of confirmation from the applicable level of government(s) confirming the sponsor organization as the lead provider of community tourism visitor services.
c) Be duly incorporated under the BC Societies Act or other acceptable Provincial or Federal legislation or Indigenous governance. Exceptions must be approved by Destination BC.
d) Ensure completion of the Visitor Services Year End Report & Visitor Services Plan. This report outlines activities and key learnings from the previous year, as well as current objectives, strategies and proposed tactics for the provision of community visitor services in the year ahead. The Report and Plan must be submitted with the completed Visitor Services Agreement. Appendix II provides a template. If not using the template, ensure all categories are addressed in the submission.
e) Ensure delivery of visitor services for a minimum of 660 hours of 'in-person'* visitor services per calendar year. Establish hours of operation and method of delivery which best serve visitors to your community. Refer to your historical statistics to understand your visitor services traffic flow. Be flexible and consider establishing effective and innovative ways to reach your visitor, e.g. roaming counsellors, mobile, digital and social media outreach.
f) Notify Destination BC should the methods through which visitor services are delivered (ie: at the bricks and mortar visitor centre; mobile; digital) change significantly from what is indicated in your April 1, 2026 – March 31, 2027 Visitor Services Plan (eg: you close your Visitor Centre and move to a mobile-only or digital-only model mid-way through the year). Significant changes in the delivery model must be done in consultation with Destination BC to ensure continued Network Program eligibility and to determine potential impact on funding.
g) The Sponsor Organization must implement a professional dress code, including name tags if branded clothing is not used. Visitor Services staff should look professional at all times when interacting with visitors.
h) Destination BC may, at any reasonable time, request a site visit, as and when required.
i) Renewal of membership in subsequent years could be impacted by non-compliance by the Sponsor Organization of grant programs administered by Destination BC.

*'In-person' refers to visitor services provided at bricks & mortar location and/or mobile roaming. Digital/social visitor services does not count towards the 660 hour minimum requirement

TRAINING:
The following Tourism Visitor Information Counsellor (TVIC) training requirements apply:

The following matrix identifies the training requirement:

Who	Required	Optional
Visitor Centre Manager/"Training Manager"	1) Visitor Services in BC 2) SuperHost® Foundations of Service Quality (FSQ) 3) SuperHost® Foundations of Inclusive Service - Service for All (SFA) 4) Customizable Training Toolkit 5) New training components that are developed during the membership term and communicated by Destination BC.	1) In-person training sessions and webinars provided by Destination BC throughout the membership term
Staff and volunteers** who already completed the previous version of TVIC	1) Visitor Services in BC 2) New training components that are developed during the membership term and communicated by Destination BC.	1) FSQ, SFA 2) Customizable Training Toolkit 3) In-person training sessions and webinars provided by Destination BC throughout the membership term
New Staff	1) Visitor Services in BC 2) At least one of FSQ or SFA (DBC will cover the costs of both) 3) New training components that are developed during the membership term and communicated by Destination BC.	1) Customizable Training Toolkit 2) In-person training sessions and webinars provided by Destination BC throughout the membership term
New Volunteers that work a minimum of 4 hours week/16 hours month for three consecutive months*	1) Visitor Services in BC 2) New training components that are developed during the membership term and communicated by Destination BC.	1) FSQ 2) SFA 3) Customizable Training Toolkit 4) In-person training sessions and webinars provided by Destination BC throughout the membership term

Additional Notes on TVIC Training:

a) Training must be completed within 30 days of starting the job.
b) Enrollment keys to access the training modules will be supplied to each Visitor Centre Manager upon request, are to be handled with strict confidentiality, and are not to be shared with anyone besides the primary sponsor organization contact. Should enrollment keys be shared with anyone beyond these two individuals or is lost, Destination BC must be advised immediately.
c) Updated Visitor Services in BC and Customizable Training Toolkit will be launched in early 2026.
d) If a Counsellor begins, but does not complete the TVIC training within 20 days (ie left their position before completing the training), advise the DBC Visitor Services Team at CommunityVisitorCentres@destinationbc.ca.

e) TVIC training requirements and resources may adjust and or be added over the membership term. Notification to Visitor Centre Managers of these changes will be via email.
f) Final Year-End reporting will include a confirmation by Training Manager of completed required TVIC training by Tourism Visitor Information Counsellors.

*Volunteers:
Visitor Centre Managers that would like to offer SuperHost® Foundations training resources to volunteers who work less than this minimum must contact CommunityVisitorCentres@destinationbc.ca.

2) INFORMATION:

a) Rack official publications as follows and as available:
   i) Regional publications;
   ii) Community information.
b) Provide visitor information statistics using Destination BC's on-line stats program. Each month's statistics must be entered and reviewed no later than the 8th of the following month.
c) Ensure your TripAdvisor listing is claimed and kept up to date at all times, so the information is accurately published on SuperNaturalBC.com through the Destination BC's Listings Portal.
d) Ensure the Accessibility Attributes check list for the Visitor Centre has been completed within the Destination BC's Listings Portal.
e) All contact information must be up to date with Destination BC's Visitor Services unit in order to communicate program updates and changes throughout the year.

3) TRADE-MARK USE/SIGNAGE:

Adopt the Visitor Services branding as follows:

a) The minimum sign requirement for a bricks and mortar location must consist with what is outlined in the Graphic Standards Manual.
b) Ensure that minimum advance kilometre and metre highway signs are in place for the major highway approach to the designated bricks and mortar location. Size and placement of signs, distances and directional tabs are determined in consultation with the office of the Provincial Sign Program, Ministry of Transportation and Transit to ensure that they are in accordance with provincial regulations and safety standards.
c) Sign and adhere to the Trade-mark License Agreement that outlines the guidelines for use of the Visitor Centre graphics.
d) Display the Destination BC provided trade-mark poster in a prominent location where your visitor services are provided.
e) Adhere to graphic standard guidelines as set out by Destination BC for all Visitor Centre logo usage. Design proofs for all uses of the Visitor Centre graphics (advertising, stationery, publications, signs, uniforms, etc) must be forwarded via email to Destination BC Visitor Services staff for approval prior to print or production.