



**VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING AGENDA
NOVEMBER 19, 2019 – 7:00 PM
KELSEY CENTRE GYMNASIUM**

1. Call to Order

2. Public Input (maximum 30 minutes)

Mayor: "Public Input is for the purpose of permitting people in the gallery to provide input and shall be no longer than 30 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; the public input opportunity is meant for input and questions and answers. Each speaker may not speak longer than 2 minutes but may have a second opportunity if time permits. Each speaker must not be allowed to speak regarding a bylaw in respect of which a public hearing has been held. For the record please state your name and address."

3. Introduction of Late Items

4. Approval of Agenda

Recommended Resolution:

THAT the agenda for the Regular Meeting of Council for November 19, 2019 be approved.

5. Minutes of Previous Meetings

Recommended Resolution:

THAT the minutes from the Regular Council meeting held on November 5, 2019 be adopted.

THAT the minutes from the Committee of the Whole meeting held on November 12, 2019 be adopted.

6. Petitions and Delegations

7. Correspondence

Recommended Resolution:

THAT the following correspondence be received.

- a) VIRL – From the Board Table
- b) Letter from Lana Popham, Minister of Agriculture
- c) Letter to USW/WFP from Island Mayors
- d) City of Victoria – letter requesting support of UBCM resolutions B171 and B172

8. Council Reports

9. Reports of Committees - Committee of the Whole meeting November 12, 2019

a) USW/WFP strike letter

Recommended Resolution:

THAT Council endorses recommendation C19/39 made by the Committee of the Whole, and;
THAT the Mayor be authorized to sign onto the letter to USW/WFP regarding the ongoing strike action.

b) Consolidated OCP Bylaw No. 308

Recommended Resolution:

THAT Council endorses recommendation C19/41 made by the Committee of the Whole, and;
THAT Staff be directed to look into a planning grant to update the Official Community Plan in 2020.

10. Mayor's Report

11. Unfinished Business

12. Staff Reports

a) Staff Report: Strategic Plan 2020

Recommended Resolution:

THAT Council receive the Strategic Plan 2020 report for information and discussion, and;
THAT Council provides direction to Staff on the draft 2020 Strategic Plan.

b) Staff Report: Policy Update Project

Recommended Resolution:

THAT Council receives the Policy Update Project report, and;
THAT Council approves 200-01 Criminal Record Search Policy.

c) Staff Report: 2020 Regular Council Meeting Schedule

Recommended Resolution:

THAT Council receives the attached 2020 Regular Council Meeting Schedule, and;
THAT Council approves the attached 2020 Regular Council Meeting Schedule as presented noting that June, July, August and December meetings are varied from Council Procedure Bylaw No. 416, 2015.

d) Staff Report: Financial Plan Timetable

Recommended Resolution:

THAT Council receive the Financial Plan Timetable report for information and discussion, and;
THAT Council approve the amended financial plan timetable proposed by Staff.

13. Bylaws

14. New Business

15. Public Question Period (maximum 15 minutes)

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

16. In-Camera

Prepare to go In-Camera

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 Section 90 (1)(c) of the *Community Charter* to discuss personnel issues.

17. Adjournment

Recommended Resolution:

THAT the Regular Meeting of Council for November 19, 2019 be adjourned.



**VILLAGE OF SAYWARD
MINUTES
REGULAR COUNCIL MEETING
NOVEMBER 5, 2019
KELSEY CENTRE GYMNASIUM**

Present: Mayor John MacDonald
Councillor Joyce Ellis
Councillor Wes Cragg
Councillor Bill Ives
Councillor Norm Kirschner

In Attendance: Lisa Clark, CAO/CFO
Mavis Alkenbrack, Deputy Finance/Admin Officer

1. Call to Order

Meeting was called to order at 7:00 PM.

2. Petitions and Delegations

a) Dr. Charmaine Enns – North Island Medical Health Officer

MOTION R19/288

MOVED AND SECONDED

THAT the presentation by Dr. Charmaine Enns, North Island Medical Health Officer be received.

CARRIED

b) Renee Hamel and Chris Read – MOWI

MOTION R19/289

MOVED AND SECONDED

THAT the presentation by MOWI be received.

CARRIED

3. Public Input (maximum 30 minutes)

Debbie Coates	Asked Council about the status of the water treatment plant and commented on how clean the water is.	
Karen McClinton	Written letter requesting information about the age friendly van. Asked about a schedule.	Council directed Karen to contact the Recreation Manager for details on the van

		schedule, information is also posted in the Sayward News.
Irene Callaghan	Questions regarding Kelsey Centre use and lack of programming.	Council advised that the Kelsey Centre schedule is included in the Sayward News and posted on the notice boards.

4. Introduction of Late Items

MOTION R19/290

MOVED AND SECONDED

THAT the e-mail correspondence from Councillor Ives be added to Old Business, item 11.

CARRIED

5. Approval of Agenda

MOTION R19/291

MOVED AND SECONDED

THAT the agenda be varied to move Item 7. Petitions and Delegations to Item 2. Petitions and Delegations, before Public Input.

CARRIED

MOTION R19/292

MOVED AND SECONDED

THAT the agenda for the Regular Meeting of Council for November 5, 2019 be approved as amended.

CARRIED

6. Minutes of Previous Meetings

MOTION R19/293

MOVED AND SECONDED

THAT the minutes from the Regular Council meeting held on October 22, 2019 be adopted.

CARRIED

7. Correspondence

MOTION R19/294

MOVED AND SECONDED

THAT the following correspondence be received.

- a) Planting 1 billion hectares of forest could help check global warming – Kim Stephens, Executive Director, Partnership for Water Sustainability in BC
- b) Thank you from Sayward School for donation in kind for new playground.
- c) Sayward Food Bank – Karren McClinton
- d) CivX 2019: Civil Ideas for Less Civil Times – one-day seminar in Vancouver, November 28th
- e) CRATV Club – support for single designated route
- f) Appointment to the 2020 Vancouver Island Regional Library Board

CARRIED

MOTION R19/295
MOVED AND SECONDED

THAT Council appoints Councillor Ellis as appointee on the Vancouver Island Regional Library Board of Trustees for 2020, and Councillor Norm Kirschner as the alternate.

CARRIED

8. Mayor's Report – verbal report on RCMP meeting, October 29th

MOTION R19/296
MOVED AND SECONDED

THAT the Mayor's verbal report regarding the RCMP meeting on October 29th be received.

CARRIED

9. Council Reports - None

10. Old Business – E-mail from Councillor Bill Ives

Note: Councillor Ives raised several questions and concerns that were answered by the Mayor and Staff as follows.

1.) Amendments to the October 8 th Minutes, question on whether these minutes will be coming back to Council for approval.	The Mayor advised that the October 8 th Minutes will stay intact, the amendments made to motions from that meeting will show on the Oct 22 nd Minutes.
2.) Water treatment plant – question on exactly how many people the plant can serve.	Staff provided e-mail correspondence from Koers & Associates Engineering Ltd. indicating that the plant has capacity for approximately 359 people, this includes the log sort demands. Koers also advised that this number is based on a maximum day demand, not average demands.
3) Staffing requirements for the water treatment plant and questions about overtime.	Staff indicated that the Public Works department has varied their schedule, so the plant is monitored 7 days a week. This modification has not altered the total number of hours worked per week, however there are still instances where overtime is required (power outages, staff illnesses, etc.) This overtime is not paid out to Staff but banked as an accrual and taken as time off.
4.) ORV Bylaw – amendments given to Staff.	The Mayor advised that any changes to the ORV Bylaw need to be discussed by Council as a whole before any readings of an amendment bylaw take place. A Staff report regarding the ORV Bylaw is included in this meeting.
5.) Concern regarding trees and plastic material not being removed from the Dam worksite.	Staff provided e-mail correspondence from Northwest Hydraulic Consultants indicating the trees remaining at the site are to be removed when the dam is deconstructed. Trees further upstream are not part of the project area. In addition, plastic tarps are being held in place by

	bulk bags and are not anticipated to pose an issue to the dam's intake. When water flows subside (after the rainy season) and the dam drained, the contractor will be returning to the site to remove the plastic materials.
6.) MOU's for Salmon River Main and Mainroad – questions regarding the status of these items and concerns over inaccurate notes in the Projects Update report provided by Staff in October.	Staff indicated that the Projects Update report is not an official document, but more of a task list. It is provided to Council as a record of what items have been given to Staff (either by resolution or direction), and the current status. The MOU's are still on the list and are being worked on as time permits. Councillor Ives was asked to see Staff after the meeting to work together on updating the spreadsheet with more current and accurate notes.
7.) Site visit to the new water treatment plant and dam.	Staff indicated that a site visit could be coordinated at a time convenient to everyone, dependent on weather. Staff will speak to the Public Works Manager and follow up with Council to arrange a tour.
8.) Correspondence from legal on a zero-tolerance clause in the Vehicle & Equipment Use policy.	Staff have correspondence from legal that will be added as a late item to the In Camera meeting.

11. Staff Reports

a) Staff Report: Fireworks Bylaw

MOTION R19/297

MOVED AND SECONDED

THAT Council receive the Fireworks Bylaw report for information and discussion, and;

THAT Staff be directed to engage the public for opinions and feedback on the potential new fireworks bylaw.

CARRIED

b) Staff Report: ORV Bylaw

MOTION R19/298

MOVED AND SECONDED

THAT Council receive the ORV Bylaw report for information and discussion, and;

THAT Staff be directed to amend the ORV Bylaw to include the requirement for an operation permit, and;

FURTHER, THAT Staff be directed to amend the ORV Bylaw to replace Schedule "A" with a new proposed designated route, and;

FINALLY, THAT Staff be directed to bring the ORV amendment Bylaw to the next Council meeting.

CARRIED

12. Bylaws - None

13. New Business - None

14. Public Question Period (maximum 15 minutes)

Karen McClinton	Commented on the potential hubbing of the Sayward RCMP and asked whether Council had anything in writing. Commented on the lack of food bank services in Sayward and asked Councillor Ellis when the food bank project would be started. Also expressed her concern regarding the WFP strike and families who are being affected.	The Mayor indicated that nothing in writing was given to Council or Staff, but there was no suggestion from RCMP senior management that the detachment is being hubbed at this time. Councillor Ellis indicated that there is a group set up to accept food donations for the families affected by the strike.
Debbie Coates	Indicated to Council that any fireworks bylaw that restricts usage would need to have an exclusion clause for Canada Day fireworks. Also commented on the WFP strike and indicated that the school has food available for the children.	

15. In-Camera

MOTION R19/299

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

CARRIED

16. Rise and Report

MOTION IC19/122

MOVED AND SECONDED

THAT Council receives the report on the Village/SRD Fire Protection Contract, and;

THAT Option B presented in the staff report dated November 5, 2019 be approved as a method moving forward to look at cost sharing for the Sayward Valley Fire Department, and;

FURTHER THAT, the Strathcona Regional District be asked to approve the process outlined in Option B and work with Village Staff to collect the required information, and;

FINALLY, THAT a time extension to the fire service agreement be requested from the Strathcona Regional District.

CARRIED

17. Adjournment

MOTION R19/300

MOVED AND SECONDED

THAT the Regular Meeting of Council for November 5, 2019 be adjourned.

CARRIED

The meeting was adjourned at 9:35 PM.

Mayor

Corporate Officer



**VILLAGE OF SAYWARD
MINUTES
COMMITTEE OF THE WHOLE
NOVEMBER 12, 2019
KELSEY CENTRE MULTI PURPOSE ROOM**

Present: Mayor John MacDonald
Councillor Joyce Ellis
Councillor Wes Cragg
Councillor Bill Ives
Councillor Norm Kirschner

In Attendance: Lisa Clark, CAO/CFO

1. Call to Order

Meeting was called to order at 10:15 AM.

2. Introduction of Late Items

MOTION C19/36

MOVED AND SECONDED

THAT the Economic Development/PNP update (verbal) from Cllr Ives be added to New Business as 6 a)

THAT ORV Bylaw update (verbal) from Mayor MacDonald be added to New Business as 6 b)

CARRIED

3. Approval of Agenda

MOTION C19/37

MOVED AND SECONDED

THAT the agenda for the Committee of the Whole Meeting for November 12, 2019 be approved as amended.

CARRIED

4. Correspondence

MOTION C19/38

MOVED AND SECONDED

THAT the following correspondence be received.

- a) E-mail from Mr. Fletcher – gazebo fireplace
- b) Localintel Business & Investment Assistant – economic development tool for website
- c) Municipal World feature story – Civic engagement is difficult!
- d) E-mail from Mayor Gaby Wickstrom – letter of support for USW

CARRIED

Direction to Staff: that a written response be sent to Mr. Fletcher

MOTION C19/39

MOVED AND SECONDED

THAT the Committee recommends approval of the Mayor signing onto the letter to USW/WFP regarding the ongoing strike action.

CARRIED

5. Old Business

a) **Staff Report: Tree Management Bylaw**

MOTION C19/40

MOVED AND SECONDED

THAT the Committee receive the Tree Management Bylaw report for information and discussion.

CARRIED

Direction to Staff: that a written response be sent to Ms. Remmelzwaal to advise that Council will not be considering a Tree Management Bylaw for the Village of Sayward at this time.

6. New Business

- a) Economic Development/PNP update from Councillor Ives - verbal
- b) ORV Bylaw update from Mayor MacDonald - verbal
- c) Consolidated Official Community Plan (OCP) Bylaw No. 308

MOTION C19/41

MOVED AND SECONDED

THAT Consolidated OCP Bylaw No. 308 be received, and;

THAT the Committee recommends Staff look into a planning grant to update the Official Community Plan in 2020.

CARRIED

- d) Strategic Planning session 2020-2022

7. Adjournment

MOTION C19/42

MOVED AND SECONDED

THAT the Committee of the Whole Meeting for November 12, 2019 be adjourned.

The meeting was adjourned at 3:35 PM.

Mayor

Corporate Officer

VIRL Board tells our story with 2020 Budget

The Vancouver Island Regional Library (VIRL) Board of Trustees is telling our story with its adopted 2020 – 2024 Financial Plan.

At the September 21 meeting, the Board adopted a balanced budget of \$38,142,775 for 2020. Municipal and rural levies will contribute \$24,050,684 to the library budget, an average increase of 3.94% and a per capita decrease of \$0.68 over 2019.

Priorities for next year's Budget include:

- Developing and promoting programming that draws library customers in, regardless of age or other factors.
- Promoting our catalogue, resources and services.
- Telling our story through public information and promotional materials.
- Focusing on our facilities.
- Continuing investment in technology in an increasingly electronic world.
- Investing in staff through professional development and other opportunities, recognizing that staff deliver our story directly to customers.

The following Business Cases were approved as part of the 2020 Budget:

- Strategic Planning 2021 – 2025
- Review and Optimization of VIRL's Distribution System
- Safety Management System

By adopting this budget, the Board supports VIRL's ongoing transition to a library of the 21st century and to our evolving role in today's rapidly shifting world.

Table



Exploring the children's literacy station at the Nanaimo Harboufront branch.

2020 Business Cases

Strategic Planning 2021 – 2025: Strategic planning charts VIRL's course for the next five years, focusing the Library's efforts and creating a strong foundation for future achievements. The Strategic Plan is a foundational tool for Vancouver Island Regional Library, and guides the work of staff in all 39 physical branches as well as the continued development of our e-Library.

Review and Optimization of VIRL's Distribution System: This Business Case aims to achieve refinements to VIRL's distribution system through the review of a supply chain management specialist. The anticipated outcomes of this review include:

- A decrease in the number of days it takes an item to travel from its point of origin to where it is needed.
- An increase in customer access to information, since reducing the travel time will allow each item to be circulated a greater number of times in a year.
- A reduction in shipping and handling costs.

Safety Management System: A Safety Management System (SMS) is a modern business tool used by organizations to ensure compliance to applicable legislation. Once implemented, VIRL's SMS will bring us in-line modern safety management practices.



Finance Report



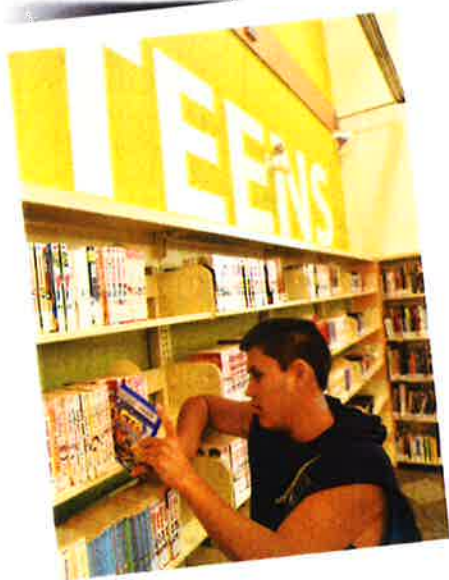
Balance Sheet: The balance sheet of \$33.9 million shows a healthy balance of cash and investments of \$6.2 million at the end of July and a year to date operating surplus of \$338,310.

Revenue and Expenditures: The net operating surplus as at the end of July reflects that revenues were in line with expectations and expenditures were within budget.

Reserves: The Board of Trustees is provided with updated reserves information at each meeting. At the end of July the reserves stood at a balance of \$6.5 million. Appropriations to reserves are recorded on a monthly basis and at the end of July represented 58% of the budgeted contributions to reserves for the year.

Year to date withdrawals consist of amounts for projects at various facilities, as well as purchases of furniture and equipment, IT software and hardware, and improvements to the Integrated Library System.

In summary: VIRL's current position is sustainable and VIRL's operations are in line with expectations for this point in the year.



Facilities Updates



Public computing: One of VIRL's most popular in-branch services.

Campbell River

VIRL staff met with City of Campbell River staff on August 23 to discuss a new branch. Project planning is underway.

Chemainus

Construction began during the week of March 4 and is slated to be complete in late 2019.

Courtenay

VIRL has initiated planning this project.

Ladysmith

Ladysmith is looking to initiate a mixed-use project on property owned by the Town, which could include space for a new branch. No recent discussions have taken place.

Masset

Based on the success of the Sayward tender, VIRL will move forward with developing plans for the Masset branch. VIRL's consultants are preparing the documents for tender.

North Saanich

The proposed site at the Panorama Centre is part of the Agricultural Land Reserve. VIRL awaits further direction from North Saanich.

Port Alberni

Planning is underway and VIRL is looking to engage consultants to advance planning in the near future.

Queen Charlotte

VIRL had discussions with School District 50 and local officials regarding potential sites for a new library. No additional information to report.



The Creativity Commons boasts an Espresso Book Machine, virtual reality, and more!

Facilities Updates (cont.)

Sandspit

VIRL is working with School District 50 to finalize a lease for land to house a new prototype branch. Survey, geotechnical and environmental work are complete. Discussions are on hold while the parties work to resolve an issue surrounding use of the space.

Sayward

Construction is well underway with the new branch slated to open in the fall of 2019.

Sooke

VIRL awaits approval of the Development Permit and further direction from Council.

Tahsis

VIRL continues discussion around potential sites or other options for service delivery.

Tofino

VIRL has attended various meetings related to the concept of a shared building with the Clayoquot Biosphere Trust, which would be built on a site currently owned by Tofino. Discussions are in the early stages for this potential project.

Woss

The Village of Woss has identified the site for the new branch. VIRL staff have commenced with the necessary planning work in preparation of a prototype branch, including work to produce a bid package.



NOVEMBER 04, 2019

File: 0280-30
Ref: 191058

His Worship Mayor John MacDonald
Village of Sayward
Email: mayor@saywardvalley.ca

Dear Mayor John MacDonald:

I would like to thank you and your colleagues for meeting with me at the 2019 Union of British Columbia Municipalities convention to discuss some of the agricultural issues and pressures the Village of Sayward is experiencing.

At our meeting, we discussed Sayward's support for the fish farm industry, and their positive impacts on small communities. You mentioned you are aware of the ongoing discussions between First Nations and the province; but stated that shutting down fish farms would be detrimental as it is the only resource and a large economic driver for the village.

Again, thank you for participating in this year's convention and I look forward to working with you in the future.

Sincerely,

Lana Popham
Minister

cc: Wes Shoemaker, Deputy Minister
Ministry of Agriculture

November 13, 2019

Brian Butler,
President,
United Steelworkers Union,
351 Brae Rd.,
Duncan, BC
V9L 3T9
BButler@usw1-1937.ca

Roger MacDougall,
Director, Labour Relations
Western Forest Products
800 - 1055 W. Georgia St.,
Vancouver, BC
V6E 3P3
rmacdougall@westernforest.com

Re: Western Forest Products and United Steelworkers Dispute

As leaders of communities that are severely impacted by the Western Forest Products and United Steelworkers labour dispute, we are compelled to draw your attention to the economic devastation this dispute is causing for the families who live and work in our communities; the people whose support we rely on as the economic backbone of our local economies.

While we are heartened to see talks have resumed this week, the previous rounds of on-again/off-again negotiations have not been encouraging; more than four months into this dispute, there appears to be little in the way of concrete progress. This is very concerning to us as community leaders.

Our communities are suffering the negative impacts of this conflict and we are fearful of the spiraling financial consequences if the labour action extends much longer.

Thousands of workers have barely earned an income since the strike began in July, and many are unable to make ends meet.

- We are beginning to see houses listed for sale.
- We have seen tow trucks repossessing peoples' vehicles.
- Hydro has disconnected services to peoples' homes.
- The food banks are having difficulty meeting the demand and recently a food truck made a special delivery to Woss, Port McNeill & Port Hardy.
- In Ladysmith, (with two WFP mills), dozens of supporting contractors and suppliers rely on these mills as core customers; the impacts of this dispute are extending broadly into the community - well beyond those who are on the picket lines.
- The dispute has caused major layoffs in tertiary industries; in Chemainus, one remanufacturing plant cut its shifting in half due to a lack of fibre supply.
- Challenges with fibre supply are creating ongoing cost and acquisition complications for the Paper Excellence/Catalyst operations in Crofton and Port Alberni.

- Five hundred direct and indirect jobs are affected by this dispute in the Powell River area.

If this dispute continues, we expect attrition of the workforce will occur with older workers opting to take early retirement and younger workers seeking work in alternative sectors. This dispute is deterring the next generation from wanting to work in this industry, and we are already witnessing highly skilled workers leaving for Northern BC or Alberta. Additionally, there has been a marked impact on other economic sectors which rely on a prosperous forestry economy. Businesses are feeling the effects of a strike, and those who are already operating on a thin red line might not be able to recover. Restaurants, clothing and furniture stores, and others are part of the economic backbone that keeps people living in our communities. If they are forced to close as a result of this situation, it will have a detrimental effect on future recruitment and retention efforts.

We acknowledge there are important issues to be sorted out between the USW and WFP, and we would not presume to "take sides" in this dispute. However, time is ticking and we need both sides to be earnest in their bargaining and seek a resolution as soon as possible, even if temporarily.

As you continue your current round of negotiations, our communities and the families within them are asking you to bargain in good faith. We are asking you to press through your differences for the sake of every family who is struggling. We need you to look across the table and see the faces of your employees or union members, because that's what this dispute is about. With the strike now into its fifth month, our communities can't sustain this loss of employment for very much longer. We urge you to stick with the collective bargaining process for the sake of all of those who are experiencing great hardship.

Sincerely,



Gabrielle Wickstrom,

G. Wickstrom

Mayor,
Town of Port McNeill



Dennis Dugas

[Signature]

Mayor,
District of Port Hardy



George Doubt

[Signature]

Acting Mayor,
City of Powell River



Aaron Stone

[Signature]

Mayor,
Town of Ladysmith



John MacDonald

Mayor,
Village of Sayward



Al Siebring

Mayor,
District of North Cowichan

Cc:

Premier John Horgan: john.horgan.mla@leg.bc.ca

Doug Donaldson, Minister of Forests, Lands and Natural Resource Operations, and Rural
Development: doug.donaldson.MLA@leg.bc.ca



November 12, 2019

Dear UBCM Member Local Governments,

I am writing on behalf of Victoria City Council, requesting favourable consideration of these resolutions and that you share this support with the Provincial Government for the following resolutions. Unfortunately, despite the fact that we have an opioid crisis across the Province, these resolutions did not make it onto the floor of the UBCM at this year's convention as the resolutions session ran out of time.

(B171) Safer Drug Supply to Save Lives

Whereas It has been two years since BC declared a public-health emergency due to increased overdoses, yet the death toll for those consuming substances continues to rise due to an unpredictable and highly-toxic drug supply;

And whereas people with opioid use disorder, a chronic relapsing medical condition, are at high risk of overdose-related harms including death and an estimated 42,200 people inject toxic substances in British Columbia, it is not possible for the treatment system to rapidly increase services fast enough to manage this number of people as "patients" within a medical treatment model given the many challenges in achieving and retaining the people on opioid use disorder treatment, people at risk of overdose in British Columbia do not have access to a safer alternative to the unpredictable, highly-toxic drug supply;

Therefore be it resolved that in an effort to save lives and reduce harm due to an unpredictable and highly-toxic drug supply, and as part of a holistic response to the public-health emergency, including prevention, treatment, and recovery, that the Province of British Columbia work with local communities, Health Authorities across the Province, the Ministry of Mental Health and Addictions, and the Ministry of Health ensure that people at risk of overdose harm have access to safer alternatives.

(B172) Observed Inhalation Sites for Overdose Prevention

Whereas British Columbia is currently experiencing an unprecedented public health emergency due to an unpredictable and highly-toxic drug supply, and smoking or inhalation is the second most common mode of consumption among all people who have died from a suspected illicit drug overdose and the most common mode of consumption among men and those between the ages of 15 and 29;

And whereas observed consumption services (i.e. supervised consumption services and overdose prevention services) are evidence-based harm reduction approaches shown to reduce overdose-related harm, and there is not adequate access to observed consumption services that provide space for inhalation where communities are facing crisis:

Therefore be it resolved that to ensure that people at risk of overdose across BC have access to observed consumption services that provide space for inhalation, that the Province of British Columbia fund and work through local communities, Health Authorities across the Province, the Ministry of Mental Health and Addictions and the Ministry of Health to provide these services as part of a holistic response to the public-health emergency, including prevention, treatment, and recovery.

We eagerly look forward to your support on this matter.

Sincerely,



Lisa Helps
Victoria Mayor

November 4, 2019

Attn: Brian Butler: BButler@usw1-1937.ca
Roger MacDowell: rmacdougall@westernforest.com

Re: Western Forest Products and United Steelworkers Strike

As leaders of communities that are severely impacted by the Western Forest Products and United Steelworkers strike, we are compelled to write to you bringing attention to the devastation this strike is causing for the families who live, work and support our community.

As far as we are aware, after four months, significant bargaining has not occurred and there appears to be no end in sight. This lack of progress is very concerning to us as community leaders.

Our communities are suffering the negative impacts of this conflict and we are fearful of the spiraling financial consequences if the labour action extends much longer. Thousands of workers have barely earned an income since the strike began in July, and many are unable to make ends meet. Some are at risk of losing their homes, and we are beginning to see houses listed for sale. We have also seen tow trucks repossessing peoples' vehicles. Hydro has disconnected services to peoples' homes. The food banks are finding difficulty meeting the demand and recently a food truck made a special delivery to Woss, Port McNeill & Port Hardy. No one has money to spend; businesses are laying off its employees and registration is low for community programs, such as our local hockey teams.

We expect attrition of the workforce will occur with older workers opting to take early retirement and younger workers seeking work in alternative sectors. The current strike is deterring the next generation from wanting to work in this industry and we are already witnessing highly skilled workers leaving for Northern BC or Alberta.

We would be remiss not to mention those who indirectly benefit from a prosperous forestry economy. Businesses are feeling the effects of a strike entering its fifth month and those who are already operating on a thin red line might not be able to recover. Restaurants, clothing and furniture stores, just to name a few, are what keep people living in our towns. If they are forced to close, due to lack of business, it will have a detrimental effect on future recruitment and retention efforts.

We acknowledge there are important issues to be sorted out between the USW and WFP. However, time is ticking and we need both sides to begin earnest bargaining and seek a resolution as soon as possible, even if temporarily. Our communities and the

families within them are asking you to bargain in good faith. We are asking you to press through your differences for the sake of every family who is struggling. We need you to look across the table and see the faces of your employees or union members because that's what this dispute is about. With the strike now into its fifth month, our communities can't sustain this loss of employment any longer. We urge you to get back to the table and end this labour dispute for the sake of all of those who are experiencing such a great hardship.

Sincerely,

Cc:

Honourable John Horgan - Premier: john.horgan.mla@leg.bc.ca

Honourable Doug Donaldson – Minister of Forests, Lands, Natural Resource Operations and Rural Development: doug.donaldson.MLA@leg.bc.ca



VILLAGE OF SAYWARD

BYLAW NO. 308 Village of Sayward Official Community Plan Bylaw, 2000 (Consolidated)

A BYLAW TO ADOPT AN OFFICIAL COMMUNITY PLAN FOR THE VILLAGE OF SAYWARD

The following is a consolidated version of Bylaw No. 308, Village of Sayward Official Community Plan Bylaw, 2000 and includes the following amendment bylaws:

Bylaw No.	Bylaw Name	Adopted	Purpose
348	OFFICIAL COMMUNITY PLAN AMENDMENT NO. OCP05-01 WEYERHAEUSER COMPANY LTD. MacMillan Drive	May 11, 2005	To amend Schedule B, map amendment, Forest Land Reserve to Residential, District Lot 1604, Sayward District, except those parts in Plans 20197 and 21662 and part of the North East ¼ of the South East ¼ of Section 36, Township 4, Sayward District, except those parts in Plans 21662, 23763, 27978 and VIP54962, both located off of MacMillan Drive, Sayward, B.C.
354	OFFICIAL COMMUNITY PLAN AMENDMENT NO. OCP05-02 RIPARIAN AREAS	June 22, 2005	To amend section 3.2 Environment, addition of g) Riparian Assessment Areas
382	Official Community Plan Amending Bylaw No. 382 Greenhouse Gas Amendments	August 4, 2010	To amend Schedule A, multiple amendments to reflect greenhouse gas reducing goals.

CONSOLIDATED COPY FOR CONVENIENCE PURPOSES ONLY. This version of the bylaw may not be complete due to pending updates or revisions and therefore is here for reference purposes only. THIS BYLAW SHOULD NOT BE USED FOR ANY LEGAL PURPOSES. Please come into the Village office to view the complete bylaw when required.



VILLAGE OF SAYWARD

BYLAW NO. 308

A BYLAW TO ADOPT AN OFFICIAL COMMUNITY PLAN FOR THE VILLAGE OF SAYWARD

The Council of the Village of Sayward in open meeting assembled, enacts the following:

PART A TITLE

- 1) This Bylaw may be cited for all purposes as Bylaw No. 308, being the "Village of Sayward Official Community Plan Bylaw, 2000".

PART B APPLICATION

- 1) This Official Community Plan Bylaw shall be applicable to all that land within the boundaries of the Village of Sayward described in Map 1.
- 2) For the purpose of this Bylaw, the text identified as Schedule "A" is attached to and forms an integral part of this Bylaw.
- 3) For the purpose of this Bylaw, Schedule "B", being the Designation Map is attached to and forms part of this Bylaw.
- 4) Where matters in this Bylaw are deemed beyond the jurisdiction of the Council of the Village of Sayward, such regulations and/or policies shall be considered as broad objectives of Council pursuant to the *Local Government Act*.

PART C ENACTMENT AND REPEAL

- 1) Pursuant to the *Local Government Act*, the community plan forming this Bylaw is adopted as the Village of Sayward Official Community Plan, 2000 being Bylaw No. 308.
- 2) The following Bylaw is hereby repealed upon adoption of this Bylaw.
 - i) "Bylaw No.111, being the "Village of Sayward Official Settlement Plan Bylaw No. 111, 1981" and all amendments thereto."

Read a first and second time this 8th day of November 2000.

Public hearing held this 29th day of November 2000.

Read a third time this 13th day of December 2000.

Adopted this 27th day of December 2000.

Original signed by "H. Sprout"

Mayor

Original signed by "J. Phye"

Chief Administrative Officer



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PART ONE

Introduction

1.1 Purpose of the Official Community Plan

This Official Community Plan (OCP) is a guide for future land use and community development decisions in the Village of Sayward. The Plan is a statement of the community's shared values, goals, and objectives. The Sayward community strongly supports flexibility in land use to attract new economic development initiatives, to transition the village from a single resource-based community to a diversified economy.

1.2 The Planning Process

This Plan replaces a Village OCP that was completed in the early 1980's. Due to the changing single resource-based economy in the Village, Council felt it was time to involve the community to redefine how local land resources are utilized. This Plan has therefore evolved out of an intensive public process facilitated by planning consultants from the Regional District of Comox-Strathcona and conducted during the summer of the year 2000.

An Advisory Planning Commission (APC) of seven community members worked with the consultants throughout the public process. The consultants met with the APC weekly for seven weeks. The Village thanks those representatives of the Ministry of Forests, Ministry of Fisheries, BC Assets and Lands, Ministry of Environment Lands and Parks, Department of Fisheries and Oceans, Weyerhaeuser, and the North Island Salmon Farmer's Association for meeting with the APC to discuss opportunities and issues in the Village and region. In addition, three public workshops were held, and questionnaires were distributed in order to gather public input. The workshop sessions included community visioning, applying the visions to mapping and land use, policy development and reporting back to the community.

1.3 Plan Area

- a) This Plan shall apply only to those areas within the municipal boundaries of the Village of Sayward as shown on Map 1, although policy considerations also include regional advocacy policy statements.
- b) Land designation categories identified in Schedule A are shown on Schedule B.

PART TWO

Village Goals and Objectives

2.1 Settlement and Community

To maintain a safe, quiet, family-oriented Village lifestyle.

- a) To improve and protect the school and recreation facilities in the Village.
- b) To ensure village design that encourages community interaction, village cohesiveness and that incorporates the needs of children.
- c) To encourage Village stewardship and volunteer initiatives.
- d) To promote careful upkeep of both private and public areas in the Village.
- e) To respect the environment, culture, and economy of adjacent communities including the Regional District of Comox-Strathcona Electoral Area "H" and First Nations.

2.2 Environment

To protect and enhance the environment and scenic natural beauty of the Village and surrounding area.

- a) To enhance accessibility to parks, forests, ponds, the estuary and the ocean waterfront for recreational use.
- b) To protect the views of the surrounding mountains, ocean, forests, rivers, and estuary.
- c) To protect the air and water quality.
- d) To encourage the use of senior agency development guidelines such as the "Land Development Guidelines for the Protection of Aquatic Habitat" and "Best Management Practices".

Bylaw 382, 2010 - Adds e) and f) - August 4, 2010

- e) To fulfill Climate Action Charter commitments by achieving carbon neutrality in all municipal operations by 2012.
- f) To reduce community greenhouse gas emissions by 33% below 2007 levels by 2020.

2.3 Resources

To promote the long-term viability of renewable resource-based industries including forestry, aquaculture, and agriculture.

- b) To encourage responsible forestry and agriculture practices with respect to soil conservation, water quality and quantity conservation, vegetation removal, and stormwater management.
- c) To consider the removal of Agricultural Land Reserve (ALR) and Forest Land Reserve (FLR) designated land from the Provincial Land Reserve with reasonable justification and demonstrated public support; and to respect the regulations of the Land Reserve Commission.
- d) To respect the policies and regulation of senior government agencies.

2.4 Economy

To proactively seek growth for a diverse, viable, self-sustaining economy.

- a) To support the development of a range of industries in the Village.
- b) To encourage tourism and to enhance tourism related opportunities and services.
- c) To improve the wharf and boat harbour facilities for economic and recreational use.
- d) To encourage the establishment of secondary industry such as fish farming, fish processing and value-added forestry businesses.
- e) To encourage the establishment of basic services such as health care, banking, and recycling.
- f) To encourage and support home-based businesses.
- g) To enhance the beauty of the Village to attract investors and new residents.
- h) To encourage businesses to come to the Village sewer and water services will be expanded.
- i) To maintain access to mineral extraction.

Bylaw 382, 2010 - Adds j) - August 4, 2010

- j) To promote sustainable economic development in the community.

PART THREE

Village Policies

3.1 Settlement and Community

a) Residential

- i) The primary use permitted in the Residential designation is single family residential.
- ii) Home-based businesses are supported in the Residential designation provided the home-based business is clearly secondary to the residential use of the property.
- iii) Affordable housing may be provided in the form of secondary suites in the Residential designation provided that building and fire codes are met, and that adequate off-street parking is provided.
- iv) The use of residences for a Bed and Breakfast operation shall be permitted in the Residential designation. Such residences shall contain three rooms or less which are available for the travelling public.
- v) The Village shall encourage similar densities and infilling of the established residential area.
- vi) Residential development proposed in the Forest Land Reserve shall be subject to the approval of the Land Reserve Commission and shall include buffering as required by the Commission to ensure that such development does not detrimentally affect adjacent forestry activity. Recreation access trails shall not interfere with forestry activity and be located on the residential side of the buffer.

Bylaw 382, 2010 - Adds vii) - August 4, 2010

- vii) Encourage the development of green buildings and the use of green building materials in new residential development.

b) Multi Residential/Commercial

- i) Permitted uses in this designation include commercial enterprises, live-work uses, and multi or high-density residential accommodation.
- ii) Senior's housing and facilities, affordable accommodation units, and special needs housing are encouraged in this designation.
- iii) The design and character of structures in the High-Density Residential/Commercial designation shall be sensitive to and integrate access to the Recreation Accessways, Village Open Space, and Community Facilities.

Bylaw 382, 2010 - Adds iv), v), and vi) - August 4, 2010

- iv) Require that new multiple unit residential developments include secure bicycle storage.
- v) Require that new commercial development include bicycle parking structures.

- vi) Encourage new multiple unit resident and commercial buildings to be developed to a recognized green standard.
- c) Rural Residential**
 - i) Permitted uses in the Rural Residential designation are single and multi family residential, and home occupations.
 - ii) Minimum lot sizes permitted in the Rural Residential designation are one hectare (2.47 acres).
 - iii) Smaller lot sizes may only be considered once water and sewer services are extended to the Rural Residential Area, and a floodplain study has been completed for the Plan Area delineating elevation construction levels and setbacks.
 - iii) The Rural Residential designation is a development approval information area because the area contains wetlands, streams and is adjacent to the Protected Estuary. Land uses shall respect the watercourses, sensitive ecosystems and aquatic habitat.
- d) Residential/Industrial**
 - i) Permitted uses in the Residential/Industrial designation are single family residential, live-work units, home based business and industrial.
 - ii) Industrial uses are supported on land designated as Residential/Industrial provided that:
 - 1) Potential negative impacts to the environment including the estuary, air quality, and water quality are mitigated.
 - 2) The applicant presents and executes a buffering plan that protects adjacent land uses and natural resource values on or adjacent to the property.
 - 3) Development approval information requirements and plans are satisfied.
 - iii) Development shall comply with floodplain construction requirements as established by senior agencies.
 - iv) Minimum lot sizes permitted in the Residential/Industrial designation are 2 hectares (4.94 acres).
- e) Community Facility**
 - i) The Village supports the enhancement of the community facilities core.
 - ii) Permitted uses in the Community Facility designation may include but are not limited to a medical centre, public educational services, and recreational facilities.
- f) Transportation**
 - i) Development requiring access to Sayward Road must meet Ministry of Transportation and Highways approval for access and parking lot layout.

Bylaw 382, 2010 - Adds ii) to vii) - August 4, 2010
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- ii) Establish 'carpool parking' spots in Village parking lots to offer preferential parking spaces to multi-occupant vehicles.
- iii) Install bike racks in central locations.
- iv) Provide space in Village Offices to advertise ride share or car share programs.
- v) Expand trail and pedestrian networks to encourage active transportation and the reduction of vehicle use.
- vi) Work with the community to determine the feasibility of a "truckshare" co-op program to reduce the number of larger pick-up vehicles that are used for general day-to-day use.
- vii) Explore the concept of making the Village, in its entirety, an idle-free zone.

3.2 Environment

a) Village Open Space

- i) The Village Open Space designation is intended to provide the public with areas for recreational amenities such as picnic areas, interpretive kiosks, swimming areas, viewpoints, trails and sport fields.

b) Protected Estuary

- i) Land and water in the Protected Estuary designation shall be protected through measures such as restrictive covenants held by the Village and/or a registered conservancy organization, dedication to the Village or a registered conservancy, or protection by a Provincial agency.

c) Recreation Access

- i) The Recreation Access designation is intended to encourage public access to green space, parks and waterfront areas.
- ii) Recreation Access trails shall be for walkers, cyclists, and in some cases, equestrian use. Motorized vehicles such as trail bikes or ATVs are prohibited in the Protected Estuary and may be prohibited on other Recreation Access trails.
- iii) Recreation Access trails may connect to the road system, or to unopened road right-of-ways, however, signage and barriers may restrict vehicular access.
- iv) Buffers may be required along the trails and accesses to separate trail users and adjacent residences, roads, forestry and agricultural lands.
- v) Recreation Accesses are permitted on all land designations identified on Schedule B.
- vi) The Village may engage in partnerships with landowners, agencies, and non-profit groups for the acquisition, protection and implementation of Recreation Access trails.

d) Community Watershed

- i) The identification, protection, and maintenance of the entire Newcastle Creek Watershed shall be supported as it is the drinking water source for Village residents.

- ii) The Village may encourage partnerships with landowners and appropriate agencies for the purpose of providing control and protection of water quality and quantity in the Newcastle Creek Watershed.
- iii) The use of the Forest Practice Code guidelines for community watershed management and protection shall be encouraged.

e) Floodplain

- k) The floodplain construction standards established by senior agencies shall be adopted to protect Village residents from loss of property or personal injury.
- ii) Development shall be directed away from lands identified as floodplain by senior agencies.
- iii) Emergency preparedness plans shall continue to be prepared.
- iv) Flood mitigation measures that are compatible with the needs of local residents and are sensitive to the natural environment shall be adopted.
- v) A floodplain study for the Plan Area shall be supported.

f) Watercourses, Rivers, and Streams

- i) A biophysical study of the watercourses, aquatic habitat and sensitive ecosystems in the Village may be supported.
- ii) Development applications on land designated as Residential, Residential/Industrial, and Rural Residential will require development approval information for the protection of watercourses, aquatic habitat and sensitive ecosystems.
- iii) The use of senior agency development guidelines such as the "Land Development Guidelines for the Protection of Aquatic Habitat" for development applications on land with aquatic habitat and sensitive ecosystems shall be required.

Bylaw 354, 2005 - Adds h) "Riparian Assessment Areas" - June 22, 2005
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g) Riparian Assessment Areas

The Village of Sayward establishes the following areas around streams as a riparian assessment area as defined in the Province of British Columbia's Riparian Areas Regulation's assessment method:

- Thirty (30) metres from top of the bank on all streams and ravines less than sixty (60) metres in width, and
- Ten (10) metres from top of the ravine bank for ravines greater than sixty (60) metres in width.

Any development, as defined in the Riparian Areas Regulation, proposed in these areas will require the applicant to have an assessment report prepared and the Streamside Protection and Enhancement Area defined by a Qualified Environment Professional according to the assessment methods outlined in the Province of British Columbia Riparian Areas Regulation. All development will also require the approval of the Department of Fisheries and Oceans. All

definitions in the Riparian Areas Regulation apply and the Streamside Protection and Enhancement Area apply to all streams as determined by the Village of Sayward.

Bylaw 382, 2010 - Adds h) "Municipal Carbon Neutrality" and i) "Community Greenhouse Gas Emission Reduction" – August 4, 2010

h) Municipal Carbon Neutrality

- i) The Village shall inventory all municipal operational greenhouse gas emissions.
- ii) The Village will conduct an energy audit on all Village buildings and operations to identify potential efficiency improvements.
- iii) Operations at the Kelsey Recreation Centre will be reviewed to investigate options for energy use reduction.
- iv) A no-idle policy will be implemented for Village vehicles.
- v) Opportunities for energy use reducing retrofits to Village buildings will be explored to reduce emissions and reduce energy costs.
- vi) Establish a municipal green procurement policy.
- vii) Explore opportunities to convert grassed municipal property into community garden space.
- viii) If required, carbon offsets may be used to achieve municipal carbon neutrality.
- ix) Retrofit lift stations with high efficiency motors at end of current life cycles.

i) Community Greenhouse Gas Emission Reduction

- i) Consider the establishment of a Community Emissions Reduction Committee to work with community members to find solutions to greenhouse gas emissions.
- ii) Provide information and education to residents regarding emissions reductions.
- iii) Expand municipal recycling and composting opportunity to reduce waste produced by community.
- iv) Explore opportunities to reduce or modify permit fees for renovation projects designed to reduce energy consumption.
- v) Develop water metering program to encourage water reduction.
- vi) Support the installation of low-flush toilets and water-saving fixtures.
- vii) Explore the opportunities to encourage residents to install energy-efficient woodstoves.

3.3 Resources

a) Forestry

- i) The economic importance of a sustainable forest industry shall be supported.
- ii) The Village may engage in partnerships with senior agencies and landowners of forested land to acquire or utilize recreational access trails.
- iii) To ensure that forestry activities maintain and protect the view qualities of forested land around the Village, the Village may engage in partnerships with landowners and agencies.
- iv) Value-added forestry businesses shall be promoted in the Village.
- v) Programs and initiatives which promote stewardship of the forest resource, and which utilize small-scale community and private woodlot operations shall be supported.

b) Agriculture

- i) Land uses adjacent to land designated as Agriculture shall be compatible with and not interfere with agricultural activities using buffering plans and development approval information requirements.
- ii) Agricultural related projects shall be encouraged and supported.
- iii) Applications for the removal of Agricultural Land Reserve land shall require a public meeting regarding the nature of the application to determine public support.
- iv) Agricultural uses are permitted on Agricultural Land Reserve land and forestry uses are permitted on Forest Land Reserve land.

c) Aquaculture

- i) The Village may support an aquaculture feasibility study that includes site biophysical capabilities, waste management strategy, as well as consultation with village residents, adjacent communities and stakeholders.
- ii) Aquaculture and related support services such as warehousing, processing, packaging, and hatchery facilities shall be encouraged.

d) Marine Access

- i) The enhancement and protection of safe public access routes to the waterfront areas in the Marine Access designation shall be provided.
- ii) Sustainable aquaculture and fisheries industries are supported in the Marine Access designation provided senior agency policies, regulations, and performance standards are respected including the "Navigable Waters Protection Act".
- iii) The development and enhancement of a marina and boat haven in the Marine Access designation shall be supported.
- iv) Wharf improvements shall support both recreational, tourism and industrial uses.

e) Natural Resource Extraction

- i) Natural resource extraction is a permitted use in the Forestry and Residential/Industrial designations.

- ii) All mining and mineral exploration activities are within provincial jurisdiction and will be subject to the "Mines Act" and "Mineral Tenure Act" regulations.

3.4 Economy

a) Commercial Policies

- i) The establishment of commercial services that serve the needs of local residents and businesses, tourists, marine users and industry shall be supported. These services may include but are not limited to retail stores, restaurants, office space and tourist services.

b) Temporary Industrial Use Permits and Temporary Commercial Use Permits

Temporary Industrial and Commercial Use Permits enable the community to approve industrial or commercial use on lands not designated for the industrial or commercial use for a period up to two years, at which point the use may be reconsidered and renewed for one more year.

- i) Lands appropriate for a Temporary Industrial Use Permit or Temporary Commercial Use Permit are those lands designated as Comprehensive Development 1, 2 and 3, Residential/Industrial, Marine Access and Forestry on Schedule B.
- ii) Issuance of such a permit shall be consistent with the policies of this Plan and provide a detailed description of:
 - 1) the proposed use;
 - 2) duration of the proposed activity;
 - 3) plans for mitigation of community and environmental impacts;
 - 4) site rehabilitation plans;
 - 5) approvals/permits from applicable provincial and federal agencies;
- iii) A performance bond may be required to guarantee performance of the terms of the permit.
- iv) The Village may require that the applicant provides an invitation to the local community to attend a public meeting on the application.
- v) Issuance of a permit shall be subject to the public notice and public participation requirements of the "Local Government Act".

PART FOUR

COMPREHENSIVE DEVELOPMENT AREAS

Three Comprehensive Development Areas have been specifically established to provide for flexible land use planning, to take advantage of future opportunities in tourism, marine services, residential, industrial, and commercial ventures. The village seeks to attract responsible, sustainable, development to build on the considerable assets currently in place.

4.1 Comprehensive Development Area 1 (CDA-1) Tourism/Marine

Objectives and Justification

- 1) The CDA-1 designation includes land in the waterfront area as indicated on Schedule B.
- 2) Development in the CDA-1 is intended to provide for tourism, recreation, commercial and industrial marine services, aquaculture and related services, and recreational access.
- 3) Permitted uses in the CDA-1 designation may include but are not limited to businesses catering to the needs of commercial and industrial watercraft users and the vacationing public such as fuel services, wharfage, boat launches, restaurants, cafes, shops, and marinas.
- 4) The CDA-1 designation is an access point to the community from the water and shall present a welcoming and interesting gateway to visitors.
- 5) A feasibility study in the CDA-1 area to determine the safest, highest and best use and design of the waterfront area shall be supported.
- 6) The CDA-1 designation is a Development Approval Information Area, which allows the village an opportunity to work with the landowner to realize proposed uses and to minimize environmental impacts.

4.2 Comprehensive Development Area 2 (CDA-2) Tourist/Residential

Objectives and Justification

- 1) The CDA-2 designation includes land in the area west of Sayward Road as indicated on Schedule B.
- 2) Development in the CDA-2 is intended to provide for mixed density residential, and tourist accommodation services.
- 3) Permitted uses in the CDA-2 may include mixed density residential development, senior's housing, and tourism accommodation, including RV parks.
- 4) The CDA-2 designation provides unique vistas across the Salmon Bay and Johnstone Strait; development should be oriented toward these views.
- 5) The CDA-2 designation is a Development Approval Information Area, which allows the village an opportunity to work with the landowner to realize proposed uses and mitigate environmental impacts.

4.3 Comprehensive Development Area 3 (CDA-3) Industrial/Commercial

Objectives and Justification

- 1) The CDA-3 designation includes land in the area east of the Sayward Road as indicated on Schedule B.
- 2) Development in the CDA-3 is intended to provide industrial and commercial uses, supporting services, and recreation access.
- 3) Permitted uses in the CDA-3 designation may include but is not limited to light and heavy industry, aquaculture and related services, commercial, entertainment, live/work units, and tourism services.
- 4) Public access to and along the spit shall be protected and enhanced as recreation access.
- 5) The CDA-3 designation is a Development Approval Information area, which allows the village an opportunity to work with the landowner to realize proposed uses and mitigate environmental impacts.

4.4 Comprehensive Development Area 1, 2, and 3 Policies

Development applications in the Comprehensive Development Area 1, 2, and 3 shall meet the following criteria:

- 1) Demonstrate support and compliance with the justification and objectives of the applicable CDA.
- 2) Demonstrate compatibility with adjacent uses.
- 3) Demonstrate mitigation of potential negative impacts to the environment including the estuary, air quality, and water quality.
- 4) Provide links to the recreation access trails.
- 5) Provide adequate sewage treatment and disposal, water supply and distribution systems.
- 6) Provide adequate transportation links, access and off-street parking.
- 7) Demonstrate respect for the policies and regulations of senior agencies and work within the framework of senior government agency policies in close contact with agency personnel.

Bylaw 382, 2010 - Adds 8) greenhouse gas emissions - August 4, 2010
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- 8) Demonstrate a commitment to minimizing greenhouse gas emissions through building design, site layout and provision for active transportation access.
- 9) Satisfy the development approval information requirements.

PART FIVE

Development Approval Information Requirements

In accordance with the policies and guidelines in this Plan, the following options are provided for the scope and nature of information the Village may require at the time of a rezoning, or development, in Comprehensive Development Areas 1, 2 and 3, Agriculture, Rural Residential, and Residential/Industrial designations. In addition to the application requirements in the “Bylaw Amendment, Permit Procedures and Fees Bylaw, 2000” being Bylaw No. 310, applications for subdivision, construction, rezoning, or development may require:

- 1) A Terms of Reference for the preparation of the development approval information. The Terms of Reference shall:
 - a) Specify professional expertise to be used for preparation of information, including their identity, qualifications, and experience.
 - b) Outline the information to be provided at each stage of approval and be accepted by the Village prior to the information being prepared.
 - c) A comprehensive plan at a scale of 1:10,000 or more detailed, with recommendations indicating proposed:
 - 1) Land use mix and density.
 - 2) Access, circulation and parking areas.
 - 3) Subdivision pattern, consolidation or parceling (conceptual lot layout plan).
 - 4) Ecological and recreational access trails.
 - 5) Proposed phasing plan of the development.
 - 6) Mitigation measures, to show how undesirable environmental impacts will be mitigated or avoided.
- 2) An applicant may be required to prepare the following plans and they must be acceptable to Council:
 - a) Sewage treatment and disposal system.
 - b) Stormwater management system.
 - c) Water supply and distribution system.
 - d) Community consultation strategy.
 - e) A buffering plan that protects adjacent land uses, that meets the objectives and policies of this Plan and that is acceptable to the Village.
 - f) An environmental assessment by registered professional(s) or other candidate deemed acceptable by Council and senior agency personnel, which assesses the impact of the proposed land uses on the surrounding community and ecological areas, and proposes mitigating measures, supported by:
 - 1) A fish and wildlife habitat inventory;
 - 2) A land use plan;

- 3) A hydrological assessment of drainage patterns and proposed stormwater management facilities;
 - 4) A geotechnical stability assessment and recommendations if required by the B.C. Building Code;
 - 5) A traffic and parking impact analysis;
 - 6) An assessment of environmental impacts and proposed mitigating measures, including a vegetation management plan and an erosion and sedimentation control plan; and
 - 7) A written statement indicating compliance with the Land Development Guidelines and the No Net Loss (NNL) guiding principle for fish habitat, or where variance with the Land Development Guidelines or NNL is proposed, the extent of and rationale for the proposed variance.
- 3) To the extent that the proposed activity or development can reasonably be expected to have an impact on any of the following, the following may be required in the information to be submitted.
- a) The natural environment of the area affected, e.g. surface drainage and groundwater, ecosystems and vegetation, soils, and identification of areas of environmental sensitivity and any rare plant or animal species, and existing or proposed recreation access trails;
 - b) Public infrastructure in the area affected, e.g. local highways, water supply and sewage disposal systems including wells and ground sewage absorption systems, utilities, parks, local transportation services, local parking facilities and any other affected public services or infrastructure;
 - c) Agricultural or forest land reserve areas, or other existing land uses in the vicinity;
 - d) Aesthetic and heritage values associated with the property and its surroundings;
 - e) Child impact study;

Bylaw 382, 2010 - Adds f) greenhouse gas emissions - August 4, 2010

- f) Estimates about the amount of additional greenhouse gas emissions generated during both the construction and operation of the project, and any abatement measures being taken;
 - g) Identification and evaluation of the impacts on the above resources, an assessment of the significance of the impacts and how they might be mitigated.
- 4) An applicant may request reconsideration by the Village of information requirements, setting out the grounds on which the information request is considered inappropriate and what, if any, alternative the applicant considers should be accepted.

PART SIX

Plan Implementation and Review

6.1 Implementation

- a) To encourage businesses to come to the Village, sewer and water services will be extended in the Plan Area.
- b) The Village may encourage partnerships with landowners and appropriate agencies for the purpose of identifying and providing control and protection of water quality and quantity in the Newcastle Watershed.
- c) A floodplain study for the Plan Area shall be supported.
- d) Flood emergency preparedness plans shall continue to be developed.
- e) An aquaculture feasibility study that includes site biophysical capabilities, waste management strategy, as well as consultation with village residents, adjacent communities and stakeholders may be supported.
- f) A feasibility study in the CDA-1 area to determine the safest, highest and best use and design of the waterfront area may be supported.
- g) A biophysical study and Habitat Classification mapping of the watercourses, aquatic habitat and sensitive ecosystems in the Village may be supported.
- h) The Village may engage in partnerships with landowners, agencies, and non-profit groups for the acquisition, protection and implementation of recreation access trails.
- i) The Village may engage in partnerships with landowners and agencies to ensure that forestry activities maintain and protect the view qualities of forested land around the Village.

6.2 Review

- a) Minor amendments to the Plan may be reviewed every second year or at the discretion of Council, at one or more meetings held specifically for that purpose. At these meetings all Plan amending applications received by the Village will be reviewed and considered.
- b) A formal request for an amendment to this Plan shall be submitted to the Village according to the "Bylaw Amendment, Permit Procedures and Fees Bylaw, 2000" being Bylaw No. 310.
- c) A major review of the Plan shall be carried out five years after its adoption.
- d) Plan amendments will follow "Local Government Act" requirements.

PART SEVEN

Interpretation

Agriculture	Farm operation as defined in the <i>Farm Practices Protection (Right to Farm) Act</i> .
Agricultural Land Reserve	Lands designated by the Provincial Land Reserve Commission as agricultural land suitable for farm use.
Aquaculture	The controlled rearing, cultivation, and harvesting of finfish, mollusks, crustaceans, or marine plants above the seabed, on the beach or upland where feed or chemicals may or may not be used.
Boat Haven	
Buffering	Mitigating impacts on neighbouring uses by way of a continuous fence, wall, compact evergreen hedge or other densely planted vegetation, of sufficient height, supplemented with landscape planting that would visually shield or obscure one abutting structure, building or lot from another, broken only by access drives and walks.
Commercial Use	A use providing for the retail, repair and maintenance of goods or the provision of services.
Community Facility	A non-profit or quasi public use or institution such as a library, public or private school, church, hospital, medical centre, community hall, postal outlet, recycling depot, government office, firehall, police and ambulance stations, or recreation centre.
Community Watershed	The drainage area above the downstream point of diversion for a water use that is for human consumption and that is licensed under the <i>Water Act</i> for a waterworks purpose, or a domestic purpose if the licence is held by or is subject to the control of a water users' community incorporated under the <i>Water Act</i> .
Council	The elected Mayor and Council of the Village of Sayward.
Development Approval Information Area	A designated area in which the Village has the authority to require additional information regarding proposed development, impacts and mitigation strategies before approving a rezoning or development application.
Ecosystem	The sum total of vegetation, animals and the physical environment in which they interact.
Estuary	A semi-enclosed body of water that has a free connection with the open ocean and within which sea water is measurably diluted with fresh water derived from land drainage. Estuaries are found at the mouths of rivers and streams and are subject to tidal conditions. They contain five main habitat types which are Upland, Freshwater, Inter-tidal Zone, Sub-tidal Zone, and Saltwater.
Floodplain	Flatland bordering a stream or river onto which a flood will spread. The underlying materials are typically unconsolidated and derived from past stream transportation activity. The extent of the floodplain varies according to the volume of water and is thus defined by a specified flood size.
Foreshore	The area below the high-water mark.
Forest Land Reserve	Crown land or private managed forest land designated as forest land by the Provincial Land Reserve Commission.
Forestry	The science, art, and practice of managing and using the natural resources that occur

	on and in association with forest lands.
Heritage Values	The historical, cultural, aesthetic, scientific or educational worth or usefulness of a site or object.
Home Based Business	Any occupation or profession carried out for gain and is incidental or secondary to the residential use of the property.
Industrial Use	A use providing for the fabricating, warehousing, testing, service, repairs, maintenance of goods or materials and includes wholesale and retail sales accessory to the principal use.
Live/Work Unit	A mixed-use structure in which a storefront, shop or studio is paired with a residential dwelling.
Recreational Access	Recreational Access trails create linkages between human development and natural systems and provide recreational opportunities.
Restrictive Covenant	A covenant placed on the title of real property pursuant to the <i>Land Title Act</i> to restrict or define certain activity. A restrictive covenant remains on title when the property changes hands, i.e. It runs with the title of the land, not with the owner.
Sensitive Ecosystem	A portion of landscape with a relatively uniform vegetation that is rare or fragile.
Temporary Commercial Use Permit	A permit that allows any temporary commercial use, pursuant to the <i>Local Government Act</i> , for a maximum period of two years renewable once only.
Temporary Industrial Use Permit	A permit that allows any temporary industrial use, pursuant to the <i>Local Government Act</i> , for a maximum period of two years renewable once only.
Tourism and Recreation	Related commercial uses including but not limited to eating and licensed drinking facilities, convenience commercial, guiding, fishing, travel and charter activities.
Value-Added Forestry Business	Processing of wood products usually following the initial breakdown of logs at sawmills.
Village Open Space	Land in exterior areas dedicated to recreation access trails, paths, public green areas, and natural greenspace.
Watercourse	Any drainage course or source of water, whether usually containing water or not, and includes any lake, river, creek, spring, wetland, or source of ground water and includes portions that may be contained within a channeled stream, conduit, ditch or culvert.

APPENDIX “A” Community Profile

The Village of Sayward is situated at the mouth of the Salmon River, about 70 kilometres north of Campbell River on the east coast of Vancouver Island. It has a total area of 595.6 hectares. Sayward Village is adjacent to Electoral Area ‘H’, the Sayward Valley, in the Regional District of Comox-Strathcona. It is bounded to the east by the Salmon River and Reserve lands and traditional territory of the Comox First Nation.

History

Sayward has evolved from its earliest role as a trading stop, to a forestry camp, to an incorporated, well-serviced Village. Until the late 1880’s the area was occasionally used by ocean-going traders who stopped at the Salmon River. At the end of the nineteenth century the region was noted for its resource potential. Farming, logging and mining began in the lands along the Salmon River and a forestry work camp was established on the site of the current Village. It was named Sayward in 1911.

The Village of Sayward was incorporated in 1968. At the time MacMillan Bloedel was the major land holder. During the 1970’s the Village undertook a boundary expansion and also the preparation of its first community plan. The initial plan clearly reflected the role of the parent company in Sayward. Now, with the Weyerhaeuser forestry company planning to close its operations in the Village, the community has undertaken to redefine its community vision, reconsider its land use needs and shape a new plan that will support a necessary economic transition. The community is governed by a Mayor and four Councillors with the support of the Clerk Administrative Officer, one part-time Assistant, one Public Works person and the assistance of summer students.

The Community Today

The population of Sayward has been declining over the past decade. The 1996 census shows a population of 440. The demographic has been shifting, and since then a number of younger families have left the area. The community is seeking ways to encourage young families to remain in the Village and also to attract newcomers, particularly retirees. Residents are housed primarily in single family dwellings, the majority clustered in the dense village core and some on the periphery in larger rural lots. Some multifamily residences are also located in the village core.

The Village enjoys high quality community facilities including a school (kindergarten to ninth grade), a parent-run cooperative pre-school, a 3 member police force, an ambulance service, a recreation centre with an indoor pool, sauna and tennis court and a small shopping centre. The Village is proud of these services and would like to contribute more to this strong service base in the hopes of attracting new residents.

The majority of Village properties are serviced by water and sanitary sewer systems. The remaining properties rely on wells and traditional septic systems. Community water is taken from Newcastle Creek. The water license from the Creek has the potential to serve a population of 1000 with current industrial use at the dryland sort, or up to 5000 with the planned closing of the log sort. Fire protection is extended to the Sayward valley in an agreement with the Regional District and waste collection is currently provided by the Regional District.

Environment and Natural Resources

The Village of Sayward sits at the end of the Sayward Valley, set against the New Castle Range and the mouth of the Salmon River. The 21 hectare (52 acre) protected Salmon River estuary provides excellent fish and wildlife habitat and is currently owned and managed by the Nature Trust of British Columbia in cooperation with the Ministry of Environment, Land and Parks. The community is committed to its preservation and importance as a passive recreation area. Bird watching and sports fishing - both fresh and saltwater, among other activities, are enjoyed year-round in Sayward.

Part of the rural area in the community is within the Salmon River floodplain and has experienced significant flooding in the past. A part of this area has been mapped, with 200-year flood construction levels now established by the Ministry of Environment, Lands and Parks.

There are two partial sections within the municipality currently managed under Tree Farm License or Managed Forest Unit. Remaining forested areas cover the steep terrain of the westerly mountain range. The community is surrounded by Tree Farm License #39 managed by Weyerhaeuser.

Sayward's location makes it a desirable gateway to the outer islands and mainland areas along the Johnstone Strait. Planned improvements to the breakwater and wharf will make it a more convenient access point.

Sayward has a Healthy Communities Steering Committee which works toward enhancing the quality of life in the whole community. The Village is aware of its family-oriented appeal and is working to preserve the small-town character that now exists.

Economic Status

The forestry industry has historically been the largest employer in the Village. Other employment is found in fishing, transportation, communication, retail trade, manufacturing, educational services, health, social service and hospitality. The unemployment ratio in 1996 was 14.6%, considerably higher than BC's average 9.6%. Average household incomes, on the other hand, were higher than the BC average at \$56,841. Weyerhaeuser logging company currently uses the Sayward log sort as a shipping point for its timber but is planning to phase out this operation in the next two to five years. The community is seeking to enhance its secondary industry.

Bylaw 382, 2010 - Adds "Greenhouse Gas Emissions" - August 4, 2010

Greenhouse Gas Emissions

The Village of Sayward recognizes the importance of reducing community greenhouse gas emissions. The Province of British Columbia has committed to reducing provincial emissions by 33% below 2007 levels by 2020, and the Village of Sayward supports that commitment.

The provincial government has produced a Community Energy and Greenhouse Gas Emissions Inventories (CEEI). This inventory roughly calculates the combined emissions from all homes, businesses, transportation and solid waste in the community.

Source	Emissions (CO ₂ e (t))	
Transportation	2,228	75%
Structures (Residential, Commercial and Industrial)	529	18%
Solid Waste	211	7%
Total:	2,968	

The overwhelming majority of emissions are generated from the use of motor vehicles in the community. The majority of emissions attributable to transportation are generated by personal pick-up trucks or other non-commercial light trucks.

In order to achieve the reduction targets, the Village of Sayward must reduce emissions by 1,446 tonnes of Carbon Dioxide equivalents by 2020. The Village has included reductions strategies in this Official Community Plan and will actively explore additional opportunities to further reduce emissions.

The Village of Sayward has also signed the Climate Action Charter, which commits the Village to becoming carbon neutral in its operations by 2012. The commitment will require a reduction in emissions from municipal operations coupled with offsets for any unavoidable emissions. This document includes strategies for reducing offsets from Village activities.

References

- Duncan, Frances and Rene Harding. "Sayward (For Kelsey Bay)", D.W Friesen and Sons: Cloverdale, BC, 1979.
- "Sayward Village", BC Stats, Community Facts. Ministry of Finance, BC Government: Victoria, BC, 2000.
- "Village of Sayward Profile", unpublished. Director Donna Chauvin. 1997.
- "Village of Sayward, Sewage Effluent Disposal Study", Highland Engineering Services, Ltd. 1993.
- "Village of Sayward, Water Distribution Study", Highland Engineering Services Ltd. 1996.



STAFF REPORT

For: Mayor and Council
Prepared by: Lisa Clark, CAO/CFO
Subject: Strategic Plan 2020
Meeting date: November 19, 2019

BACKGROUND

On Tuesday November 12th, members of Council met with Staff to discuss the 2020 Strategic Plan and to identify key priorities to be undertaken during the year. The session built on an earlier successful planning session held at the beginning of 2019. Strategic Planning involves setting goals or objectives, determining strategic actions to achieve the goals (priorities) and mobilizing resources to execute the actions. A strategy describes how the end (goals) will be achieved by the means (resources). Session notes are summarized below.

ATTACHMENTS

- Draft 2020 Strategic Plan

DISCUSSION

Staff welcomed everyone to the meeting and thanked the group for making time to discuss strategic planning for the municipality. Staff presented a PowerPoint presentation that included the agenda for the day, objectives to accomplish and a few guidelines and expectations.

Participants were encouraged to share their thoughts openly, to be honest, and to work together to achieve consensus. Staff discussed the roles of each participant and asked Council what they hoped to accomplish during the session. In addition, members of Council and shared their reasons for seeking office and what they hoped to achieve during the four-year term.

Before continuing, individuals were asked to provide their expectations in terms of what the session needed to achieve to be successful from their perspective.

Village of Sayward Strategic Planning Session: November 12, 2019 Participant Expectations	
• Determine where we are today • Discuss outstanding issues – i.e. the Dam • Prepare a new Strategic Plan • Discuss priorities and how to accomplish them • Look at our financial situation and how to fund projects • Clarify how we keep track of where we are financially • Agree on strategic priorities for the next year, while looking ahead to the next 5-10 years	

Members of Council were asked to describe their reasons for running for office.

Village of Sayward Strategic Planning Session: November 12, 2019 <i>I ran for Council because....</i>
• I care about the community • I want to finish unfinished items • I have unique skills to manage the upward direction of the community • I want to contribute to the community • I want to improve the community • I want to stay on Council until the water system is finished • I want to ensure there is programming for teens and youth • I want to see financial security for the Village • My life experiences will contribute to the success of the Village

Members of Council were also asked to describe what they want to achieve during the four-year term, where they see the Village in 5, 10, and 20 years, and what challenges are expected.

Village of Sayward Strategic Planning Session: November 12, 2019 <i>My time will be successful if after my term.....</i>
• The Village is more economically sound • There is cohesiveness between residents and Council • There is more communication with Area A and the K'omoks First Nation • Community involvement increases • A daycare and water park are created • Green energy is increased • The pond is revitalized • Taxes are reduced • The Village experiences growth and development • Activities and community sports for youth increase • There is greater Economic Development in the Village • I have helped existing businesses survive • A new general store and coffee shop are opened • The community is happier • Jobs and additional services have been created • The Village is in better financial shape than I found it • There is more housing and commercial development

Village of Sayward Strategic Planning Session: November 12, 2019	
<i>Where do you see the Village in.....</i>	<i>What challenges you will face?</i>
<i>5 years:</i> • 25% increase in population • Better financial state • Core services enhanced <i>10 years:</i> • 75% increase in population • Sayward will be a bedroom community of Campbell River • More families, which will increase school enrollment • More job opportunities <i>20 years:</i> • Possible amalgamation of Village and Valley • 12k population in entire Sayward area	• Resistance against growth • Lack of community involvement • Lack of land • Funding limitations and lack of corporate donations • Existing businesses not being fully supported

Assumptions regarding the Strategic Plan were presented:

- A Strategic Plan can be simple or complex
- It is a living document
- Flexible
- Involves collaboration between participants
- Room to grow
- Meets the needs of the community and Council

The Strategic Plan Process was presented as follows:



Objectives were presented and the agenda was designed to achieve these objectives. The session was to result in agreement on the current goals and key issues facing the Village of Sayward, a framework for the municipality's strategic planning, and priorities for 2020.

Village of Sayward Strategic Planning Session: November 12, 2019	
Direct Objectives	Indirect Objectives
1. To confirm the mission, values and strategic goals of the Village of Sayward for 2020-2022 2. To review the municipality's current situation and to identify key challenges and issues (SWOT analysis) 3. To agree on priorities for 2020	1. To build upon the good work of previous strategy sessions 2. To meet in an informal, relaxed setting away from regular pressures 3. To enjoy ourselves and build relationships

Council was asked to confirm the mission statement, core values and vision goals that were approved in early 2019.

Village of Sayward Strategic Planning Session: November 12, 2019 Mission Statement (January 2019)
"We shall promote improvement and development of a strong and vibrant community for our seniors, families, and residents of all ages"

After some discussion, the Mission Statement was slightly modified as follows:

"We shall promote improvement and development of a strong and vibrant community for our residents"

Village of Sayward Strategic Planning Session: November 12, 2019 Core Values (January 2019)
• We are accountable to our constituents and to the Village of Sayward • We work as a committed team in the spirit of collaboration and community • We are caring and respectful in all our interactions and relationships • We are open and honest. We adhere to the highest standards of ethical conduct • We deliver effective public service through professionalism and creativity

Council agreed that these Core Values still applied, and no changes were made.

Village of Sayward Strategic Planning Session: November 12, 2019 Vision Goal (January 2019)
• Promote economic development • Provide the best healthcare and social services for our community • Promote Sayward as a tourism destination • Affordable quality services are delivered in a fiscally responsible way • The Village is a leader in local governance, with diverse jurisdictions including First Nations, working together cohesively and collaboratively.

After some discussion one more item was added to the Vision Goals as follows:

- **Work in cooperation with the Area A director, SRD and other government agencies**

Staff provided an overview of the strategic goals developed at the beginning of 2019 as follows:



Council was then asked to participate in a strengths, weaknesses, opportunities and threats (SWOT) analysis.

Strengths and weaknesses are those factors that are within the direct control of the municipality. The strengths reflect positive conditions and initiatives, and weaknesses are those areas where the municipality could be doing a better job. The group discussion led to the identification of several strengths and weaknesses. It was agreed that some strengths could also be considered weaknesses. They are listed following and do not reflect any priority or consensus.

Strengths <i>What we value about Sayward</i>	Weaknesses <i>Our concerns and problems with Sayward</i>
• Location • Cost of Living • Housing prices • Harbour area • Recreation Centre • Health Clinic including Telehealth • New library • New school playground • New water treatment plant • Good communication • Village website • Staff • Campground and gazebo	• Location • Limited services such as a grocery store or coffee shop • No transportation • Aging infrastructure and no funds for replacement • Difficulty attracting development • Little support for existing businesses • Communication barriers • Lack of volunteers creating burn out in Active volunteers

Opportunities and threats are different than strengths and weaknesses. They reflect trends and external factors that are beyond the control of the Municipality. However, they could have a positive or negative impact on the community and must be considered as part of a strategic planning discussion. The group identified several opportunities and threats. They are listed following and again, do not necessarily reflect consensus and are not in any priority.

Opportunities <i>What are the trends suggesting as future opportunities for Sayward?</i>	Threats <i>What are the trends suggesting in terms of potential negative impacts for Sayward?</i>
• A good Village/Valley relationship • Population growth • “Hot” real estate market • Favourable climate for year-round activities • Potential for green energy projects • Flora and fauna, great location for photographers • Eco tourism • More businesses for economic growth	• A poor Village/Valley relationship • Lack of jobs • Small population to fill what jobs are available • Unpredictable weather at times • Lack of salmon in recent runs • Climate change • Potential additional downloading of services from other orders of government that could increase municipal costs

At this point of the session Council was asked to review the current 2019 Strategic Goals and priorities and comment on the current status, progress made to date, whether items should be carried forward to 2020, and any additions. It was noted by Staff that due to senior management turnover in 2019 several priorities remain unfinished.

Community Relations

Priorities	Status	Carry fwd?
Work on building a strong co-operative relationship with all residents of Sayward (Village and Valley): • Involve Area Director in service delivery issues for all valley residents. • Update and enhance the village website. • Mayor and Council to submit a monthly update to the Sayward News to help keep residents	• This item remains on Staff’s to-do list. Staff will be working with SRD staff to create an online survey for residents to provide input • The Village website is being updated as Staff time permits and grant money received from the Rural Dividends Fund will be used for further enhancements • The Mayor submitted several articles in 2019; Mayor and Council committed to more Sayward News submissions for 2020	Yes Yes Yes

apprised of Village initiatives and goals. • Work in improving our relationship with the K'omoks First Nation, regular communications, and ways and means to jointly promote Sayward • Work with SRD on funding for services jointly used by all valley residents. Recreation, Fire, Health. • Liaise with Canada Post to ensure Sayward addresses are updated to online database. Timing: All 2019	• This item remains current, Council anticipates a C2C (Community to Community) event will be held in 2020 • Fire services agreement discussed in 2019, still being finalized. Staff to continue to work with the SRD on Recreation and Health • Canada Post issue resolved, no further action needed.	Yes Yes No
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Economic Development

Priorities	Status	Carry fwd?
• Assist and support prospective businesses interested in locating to the Sayward area. • Work with local organizations and Tourism committee to promote tourism and attract business investment to the Sayward area. Timing: All 2019 • Support existing businesses (NEW for 2020)	• Councillor Ives has been working diligently on the PNP program and will have a report to present to Council early 2020. • The waterfront trail has attracted a wide variety of users in 2019, including tourists. Campground use was down from the prior year due to weather. Progress measures for 2020 included increased campground usage, more tourist traffic, and more businesses advertising in the Tourist Info Centre. • Progress measures discussed on this priority included potential zoning amendments, new business proposals presented to Council, possible revitalization bylaws	Yes Yes

Infrastructure Upgrades & Asset Replacement

Priorities	Status	Carry fwd?
Be cognizant of Asset Management Plan and use it to identify projects for the Financial Plan.		Yes
Roads, Sewer, Water:		
Reapply for road (Kelsey Way & H'Kusam) grant. Timing: Fall 2019	Grant funding was to come from the Strategic Priorities Fund which is not accepting applications until further notice	No
Apply for grant for generators for Sewer lift stations, reapply if necessary. Timing: January 2019 – done	Staff have not received notice of approval as of this report date. Successful applicants to be announced Fall 2019	No
Design, construct and complete dam decommissioning project. Grant funding has been secured for the project. Timing: 2019	Project underway in 2019, due to weather event project currently on hold. Will be completed in 2020.	No
Equipment, Vehicles:		
Identify issues from AMP reports. Timing: Spring 2019	Asset Management Plans for these asset classes are still in draft form and Staff are working on identifying issues to present to Council.	Yes
Recreation Centre/other buildings:		
Identify short and long-term projects for Kelsey Centre and include in budget discussions. Apply for grants. Timing: All of 2019	Part of Asset Management Plan, will be included in reports to Council	Yes

Approve reserve policy and update bylaw and integrate into financial plan: • Adopt a formal reserve policy and include in future Financial Plan. Update Reserve bylaw. Recognise need to plan for capital asset replacements in accordance with the Asset Management Plan. Timing: Summer 2019 • Apply for infrastructure grants (NEW for 2020)	• Staff turnover has resulted in this item remaining unfinished • Progress measures for this item will be grant applications being approved and funds being received	Yes
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Living Green

Priorities	Status	Carry fwd?
• Continue to pursue the goal of becoming a carbon neutral community.	• Council authorized a \$10,000 transfer from the CARIP reserve in the 2019-2023 Financial Plan. Staff time constraints have delayed this item. Council would like to carry this forward to 2020	Yes
• Continue to work with the Provincial Government and K'omoks First Nation to secure a community forest.	• No progress in 2019, carry forward	Yes
• Continue to develop the Village trail system.	• Working waterfront trail 90% complete. Rails, an additional bench, and gutters to do. Council would also like to see rails on Kelly's bridge	Yes
• Continue to expand the Community Garden and flower gardens throughout the Village. Timing: All 2019	• Public Works staff worked throughout 2019 to keep gardens tidied and flower beds flourishing. Staff to look into grant funding for revitalizing the Community Garden	Yes

Staff Professional Development

Priorities	Status	Carry fwd?
Ensure staff and Village volunteers receive adequate emergency management training and the village has an emergency response plan in place.	Volunteers have received training from the Justice Institute in 2019 and 2 projects are in progress, the Emergency Operations Centre project and the Evacuation Planning Project. Going forward to 2020, Staff and EOC representative to hold quarterly meetings with stakeholders.	Yes
Continue staff and volunteer professional development through various municipal and professional associations ensuring the Village continues to receive good value for the resources expended.	All Admin, Recreation and Public Works staff attended training in 2019. This will continue for 2020.	Yes
Institute a new employee performance evaluation system. Timing: All 2019	This is part of the Policy Update Project that Staff are working on as time permits.	Yes

Tourism Development

Priorities	Status	Carry fwd?
Continue the Village beautification program including upgrading signage, cleaning and painting Village buildings and structures, and enhancing the Village gardens.	As with the Village gardens, Public Works staff worked diligently in 2019 to clean buildings and enhance the overall beauty of our Village. Moving forward to 2020 the repair or replacement of the bus stop was introduced a priority, as well as ORV signage indicated the location of the designated route.	Yes
Work with local organizations and the Regional District to enhance signage and way finding in Sayward.	Heritage trail signs were put in the lookout structure on the new waterfront trail. Council will continue to work with the SRD and the Tourism Committee to increase signage in the area.	Yes
Support and work with the Tourism Committee.	Ongoing	Yes

Explore possibility of Christmas lights for the large tree at MacMillan and H'Kusam Way.	This item was proven to be too costly and is not a priority for Council going forward.	No
Research funding sources to dredge, aerate and rehabilitate the Village pond. Timing: All 2019	The pond rehabilitation will be a large project with a substantial budget and was not feasible in 2019. Council indicated this item is not a priority going forward.	No

Village Operations

Priorities	Status	Carry fwd?
Review and update Village internal policies and procedures. There are several policy and Bylaw updates that need to be completed. Policies include: Personnel Benefits, Conflict of Interest, Criminal Record Search, Hiring, Annual Tax Sale, Permissive Tax Exemption, Respectful Workplace, Procurement. Bylaws include: Building, Zoning (Cannabis), Reserves.	Several policies were approved by Council in 2019, Permissive Tax Exemption Policy, Council Conflict of Interest and Criminal Record Search. Staff indicated that there is still more work to be done on both Policies & Bylaws.	Yes
Review the Village fee structure to ensure it is up to date and equitable including water, sewer, recreation, other fees and charges. New fees & charges bylaw to be brought forward to Council. Timing: All 2019	A new Fees & Charges Bylaw was brought to Council early in 2019, Staff have indicated that a review of fees will be done 2020.	Yes
Review tax ratios (NEW for 2020)	Council indicated that a review of tax ratios 2020 is desired and directed Staff add this item to the 2020 strategic priorities list. Progress measures will an updated tax ratio system.	

From the discussions during this section of the session Staff were able to make detailed notes on Council's priorities for 2020. The session resulted in a clearer mission statement, 7 strategic goals, and multiple priorities for 2020 to support these goals.

Before adjourning, the group reviewed the objectives described at the beginning of the session and agreed that the majority were met. General feedback on the session was positive.

Before adjourning, Staff summarized the following next steps:

- Staff to produce notes summarizing the strategic planning session
- A draft strategic plan to be presented by Staff at the November 19th Council meeting
- Final version to be presented by Staff at the December 3rd Council meeting
- The Plan will be used to guide the Financial Plan process and will be available to Council at the Financial Plan meetings in December and January.
- Results of the annual review of the strategic plan to be broadly communicated by way of the Annual Report

STAFF RECOMMENDATIONS

Recommended Resolution:

THAT Council receive the Strategic Plan 2020 report for information and discussion, and;

THAT Council provides direction to Staff on the draft 2020 Strategic Plan.

Respectfully submitted,

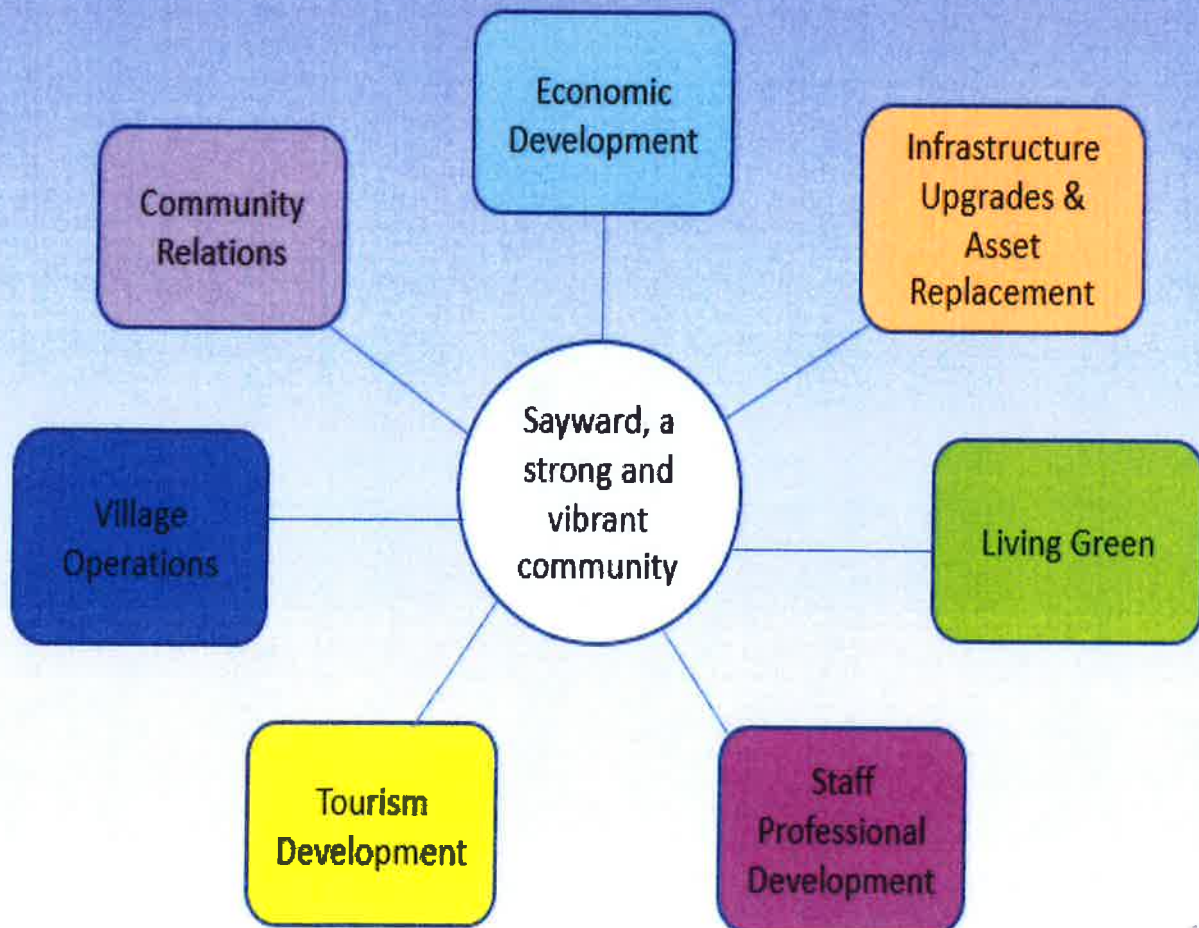
A handwritten signature in dark ink, appearing to read 'L. Clark', with a long horizontal flourish extending to the right.

Lisa Clark CAO/CFO



**Village of Sayward
2020 Strategic Plan**

Strategic Plan – Priorities 2020



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Community Relations

Priorities	Progress Measures	Timeline
Work on building a strong co-operative relationship with all residents of Sayward (Village and Valley): • Involve Area Director in service delivery issues for all valley residents. • Update and enhance the village website. • Mayor and Council to submit a monthly update to the Sayward News to help keep residents apprised of Village initiatives and goals. • Work in improving our relationship with the K'omoks First Nation, regular communications, and ways and means to jointly promote Sayward • Work with SRD on funding for services jointly used by all valley residents. Recreation, Fire, Health.	• Online survey for residents to provide input on delivery issues completed and summarized in report. • Website updated further, information current. Grant funds from BC Rural Dividen used for further enhancements • Bi-monthly submissions for 2020 • C2C (Community to Community) event held in 2020 • Shared fire services data collected in 2020, new agreement in 2021. Funding obtained from SRD for Recreation Centre and Health Clinic.	Spring 2020 Spring 2020 All of 2020 Summer 2020 Late summer 2020

Economic Development

Priorities	Progress Measures	Timeline
• Assist and support prospective businesses interested in locating to the Sayward area.	• Reports on program brought to Council, a new business created in Sayward	Late summer 2020

• Work with local organizations and Tourism committee to promote tourism and attract business investment to the Sayward area.	• Increased campground usage, more tourist traffic, and more businesses advertising in the Tourist Info Centre.	All of 2020
• Support existing businesses	• Zoning amendments, new business Proposals presented to Council, possible revitalization bylaws	All of 2020

Infrastructure Upgrades & Asset Replacement

Priorities	Progress Measures	Timeline
• Be cognizant of Asset Management Plan and use it to identify projects for the Financial Plan.	• Report brought to Council and Plan reviewed. Long term asset replacement strategy discussed.	Spring 2020
• Identify issues from AMP reports	• Issues presented to Council.	Spring 2020
• Identify short and long-term projects for Kelsey Centre and include in budget discussions.	• Includes recommended short-term safety upgrades and equipment replacement. Issues identified and upgrades completed.	Fall 2020
• Approve reserve policy and update bylaw and integrate into financial plan: Adopt a formal reserve policy and include in future Financial Plan. Update Reserve bylaw. Recognise the need to plan for capital asset replacements in accordance with the Asset Management Plan.	• Policy presented to Council and approved; Reserve Bylaw adopted.	Summer 2020
• Apply for infrastructure grants	• Grant applications submitted, approved and funds received	All of 2020

Living Green

Priorities	Progress Measures	Timeline
Continue to pursue the goal of becoming a carbon neutral community.	Solar panels for Kelsey Centre installed	Summer 2020
Continue to work with the Provincial Government and K'omoks First Nation to secure a community forest.	Community Forest secured with KFN and Provincial Government	Fall 2020
Continue to develop the Village trail system.	Rails on Kelly's Bridge installed, trails maintained	Spring 2020
Continue to expand the Community Garden and flower gardens throughout the Village.	Grant funding received for revitalizing the Community Garden	Summer 2020

Staff Professional Development

Priorities	Progress Measures	Timeline
Ensure staff and Village volunteers receive adequate emergency management training and the village has an emergency response plan in place.	Staff and EOC representative reports to Council regarding quarterly meetings with stakeholders. Emergency response plan in place.	All of 2020
Continue staff and volunteer professional development through various municipal and professional associations ensuring the Village continues to receive good value for the resources expended.	Training for all staff scheduled and training taken.	All of 2020
Institute a new employee performance evaluation system.	Performance evaluation system in place.	Fall 2020

Tourism Development

Priorities	Progress Measures	Timeline
Continue the Village beautification program including upgrading signage, cleaning and painting Village buildings and structures, and enhancing the Village gardens.	Bus stop at campground repaired or replaced; ORV signage installed indicating the location of the designated route.	Spring 2020
Work with local organizations and the Regional District to enhance signage and way finding in Sayward.	Additional signage installed	All of 2020
Support and work with the Tourism Committee.	Meetings attended and joint initiatives completed	All of 2020

Village Operations

Priorities	Progress Measures	Timeline
Review and update Village internal policies and procedures. There are several policy and Bylaw updates that need to be completed. Policies include: Personnel Benefits, Conflict of Interest, Criminal Record Search, Hiring, Annual Tax Sale, Permissive Tax Exemption, Respectful Workplace, Procurement. Bylaws include: Building, Zoning (Cannabis), Reserves.	Additional Policies and Bylaws approved by Council	All of 2020
Review the Village fee structure to ensure it is up to date and equitable including water, sewer, recreation, other fees and charges. New fees & charges bylaw to be brought forward to Council.	Review of fees completed, new Fees and Charges Bylaw approved.	Fall 2020
Review tax ratios	Updated tax ratio system.	Spring 2020



STAFF REPORT

For: Mayor and Council
Prepared by: Lisa Clark, CAO/CFO
Subject: Policy Update Project
Meeting date: November 19, 2019

BACKGROUND

The 2019 approved Strategic Plan includes the following strategic goal:

1. Village Operations	a.) Review and update Village internal policies and procedures. There are several policy and Bylaw updates that need to be completed. Policies include: Personnel Benefits, Conflict of Interest, Criminal Record Search, Hiring, Annual Tax Sale, Permissive Tax Exemption, Respectful Workplace, Procurement. Bylaws include: Building, Zoning (Cannabis), Reserves.	Staff, and Council approval	Policy & Bylaw approval
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DISCUSSION

Staff are working on the Policy Update Project as time permits. At the October 8th Regular Council meeting, 3 (three) draft policies were presented to Council:

1. 100-01 Council Conflict of Interest Policy
2. 200-01 Criminal Record Search Policy
3. 300-04 Vehicle & Equipment Policy

Policy 100-01 Council Conflict of Interest Policy was approved by Council at the October 22, 2019 Council Meeting. Both Policy number 200-01 Criminal Record Search Policy, and Policy number 300-04 Vehicle & Equipment Policy were referred to Staff for changes. Policy 200-01 has been updated by Staff and is now ready for Council approval.

ATTACHMENTS

- 200-01 Criminal Record Search Policy

STAFF RECOMMENDATIONS

THAT Council receives the Policy Update Project report, and;
THAT Council approves 200-01 Criminal Record Search Policy.

Respectfully submitted,

Lisa Clark, CAO/CFO

	Village of Sayward	
	Title: Criminal Record Search Policy	Policy # 200-01
	Category: Personnel	

1.0 PURPOSE

The Village of Sayward ("Village") is committed to creating an environment where children and other vulnerable individuals in our society are protected and therefore has a legitimate interest in ensuring that qualified and appropriate staff is selected to work with these individuals. The Village is viewed by the public as holding positions of confidence and trust when children are placed in its care and/or while they are using its recreation facilities. Criminal record searches in addition to interviews and documented reference checks are made to provide another level of security with respect to the prevention of abuse.

Further the Village holds its financial and other assets in trust for Village taxpayers and will ensure that the criminal record files of those individuals with access to those assets are appropriately reviewed.

2.0 POLICY

As a condition of employment with the Village of Sayward, current and potential employees and volunteers in designated positions are required to provide a clear or satisfactory criminal record check.

The objectives of the criminal record search are to:

- a) determine if a person has been convicted of a criminal offense;
- b) obtain information related to the candidate's suitability for working with children or other vulnerable individuals, or having access to financial and other assets; and
- c) determine if a risk is posed to children, vulnerable individuals, or the loss of Village assets.

3.0 DEFINITIONS

Vulnerable Individuals: Individuals who, because of age or emotional, mental or physical difficulties or communication barriers, are restricted in their ability to remove themselves from an abusive situation.

Working with Vulnerable Individuals: Working directly with or having or potentially having unsupervised access to children or other vulnerable individuals in the ordinary course of employment or in the practice of a position or contract for service with the Village.

Criminal record file: Consists of an individual's criminal charges, convictions and discharges, as well as fingerprint information. It includes fingerprints if the individual was charged or convicted.

Criminal record check: This process verifies whether an individual has a criminal record and provides the applicant with the detailed information that can be legally disclosed.

Vulnerable Sector (VS) check: This process verifies whether an individual has a criminal record, as well as any record suspensions (formerly pardons) for sexual offences and local police records for information relevant to the VS check. The information that can be legally disclosed is provided to the applicant.

Designated Position: Refers to a position within the Village's operations in which an employee either works directly or indirectly with vulnerable sectors such as children, or has access to financial assets of the Village, or is a designated officer of the Village. Appendix "A" lists the designated positions.

3.1 TYPES OF CRIMINAL RECORD SEARCHES

- a) **Vulnerable Sector Check:** employees, contractors and employees working with vulnerable individuals (typically all Kelsey Recreation Centre workers); and
- b) **Criminal Record Check:** Finance staff and Officers of the Village

4.0 PROCEDURES

4.1 Prospective Employees, Contractors and Volunteers

- a) The "Consent for Criminal Record Search" form (Appendix "B") shall be presented to a shortlisted candidate for any of the designated positions identified in this policy following the interview by the Department Manager.
- b) The candidate is to take the "Consent for Criminal Record Search" form to the RCMP detachment for processing. Photo ID and one other piece of identification shall be presented to the RCMP. In addition, a certified cheque made payable to the Receiver General of Canada must be included, the amount of which will be determined by RCMP policy then in effect and subject to change from time to time. Candidates are responsible for this payment, however reimbursement from the Village will be approved after the hiring process is complete.
- c) Only the CAO (or in the case of the CAO position, the Mayor) shall have knowledge of the results of the Criminal Record Search. If it is confirmed that a criminal record exists, the CAO will assess whether the conviction(s) or charge(s) are relevant to the job and whether the interests of the Village would be prejudiced because of appointment.
- d) The prospective employee or volunteer will be provided with an opportunity to explain the circumstances surrounding the offense. The factors to be considered include details of the offense, length of time intervening between the conviction and employment decision, employment history of the individual, age at the time of the offense, and efforts at rehabilitation. If the person is not hired because of the results of the search, the reasons must be explained to them.
- e) All advertisements and offers of employment for any of the positions identified in this policy must include the following statement: "This position is subject to satisfactory results of a criminal record search prior to appointment."
- f) The Criminal Record of an employee or volunteer shall be kept in the strictest of confidence and kept in secured and confidential storage accessible only to the CAO. Notes of any conversations with a person that is or is not hired because of a criminal record shall also be kept in secured and confidential storage accessible only to the CAO.

4.2 Current Employees, Contractors and Volunteers

- a) Individuals in designated positions are required to:
 - i. provide an updated criminal record search of the appropriate type every 5 years.
 - ii. disclose any criminal charges and convictions for an offence that indicates a risk to vulnerable individuals or mismanagement of financial and other assets.
- b) The Village reserves the right not to employ or contract any individual who refuses to authorize a personal criminal record search or whose search results contain a criminal record that has been deemed to disqualify them from this condition of employment.

5.0 REFERENCES /POLICY INTEGRATION

Village of Sayward Personnel – Hiring Policy No. 200-04

Royal Canadian Mounted Police webpage, “Criminal Record and Vulnerable Sector checks”:

<http://www.rcmp-grc.gc.ca/en/criminal-record-and-vulnerable-sector-checks>

Office of the Information & Privacy Commissioner: Investigation Report F12-03 – *Use of Employment Related Criminal Record Checks: Government of British Columbia*

6.0 APPROVAL HISTORY

ISSUED BY: CAO	APPROVED BY: Mayor & Council	RESOLUTION NO:	DATE: October 2005
REVISED BY: CAO/CFO	APPROVED BY: Mayor & Council	RESOLUTION NO:	DATE:

Signed by:

Mayor:	CAO:
Date:	Date:

Appendix "A" – Designated Positions

This policy applies to all volunteer, contract, full-time, part-time and student workers in the following positions:

Recreation and Culture

1. Lifeguards at Kelsey Recreation Centre
2. Front Desk Clerks at Kelsey Recreation Centre
3. Water Safety Instructors at Kelsey Recreation Centre
4. Recreation Manager at Kelsey Recreation Centre
5. Custodians at Kelsey Recreation Centre
6. Volunteer Instructors, Volunteer Assistants, or Volunteer Drivers at Kelsey Recreation Centre

Finance

1. Accounting Clerk

Officers

1. Chief Administrative Officer (and Deputy)
2. Corporate Officer (and Deputy)
3. Chief Financial Officer (and Deputy)

Appendix "B" – Consent for Criminal Record Search



Village of Sayward
652 H'Kusam Way, PO Box 29,
Sayward, B.C. V0P 1R0
Phone: (250) 282-5512

CONSENT FOR CRIMINAL RECORD SEARCH

(FORM MUST BE PRESENTED IN PERSON TO RCMP, ALONG WITH 2 (TWO) PIECES OF ID, AND A CERTIFIED CHEQUE MADE PAYABLE TO THE RECEIVER GENERAL OF CANADA)

POLICE AGENCY _____

Full Name of Applicant _____
Surname Birth Surname Given Names

Birthdate _____ Birthplace _____
YY MM DD

Address _____ Telephone _____

_____ Postal Code _____

WHEREAS I have applied for a sensitive position of trust (e.g. a job that can bring me into contact with children), or a position where I have access to assets of the Village, and I am required by the Village of Sayward to disclose whether or not I have any convictions or have been charged under any Federal or Provincial enactment:

AND WHEREAS I understand that disclosure of a criminal record may not necessarily preclude me from the position I have applied for:

AND WHEREAS I understand that, if the Village of Sayward should decide any conviction or charge disclosed might preclude me from the position I have applied for, I will be given an opportunity to see and discuss that criminal record;

I, therefore, authorize the _____ (Police Agency) on my behalf to inquire into and determine whether or not I have a criminal record. I hereby agree to disclose the Criminal Record Check documents to Village of Sayward. The details of any record shall be held in confidence. To this end I herewith affix my signature.

SIGNATURE

WITNESS

DATE _____
YY MM DD



STAFF REPORT

For: Mayor and Council
Prepared by: Lisa Clark, CAO/CFO
Subject: 2020 Regular Council Meeting Schedule
Meeting date: November 19, 2019

BACKGROUND

Pursuant to Section 127 (1) of the *Community Charter* a Council must:

- a) make available to the public a schedule of the date, time and place of regular council meetings, and
- b) give notice of the availability of the schedule in accordance with section 94 [public notice] at least once a year.

ATTACHMENTS

- 2020 Regular Council Meeting Schedule

DISCUSSION

Staff have prepared a 2020 Regular Council Meeting Schedule for Council's approval.

STAFF RECOMMENDATIONS

THAT Council receives the attached 2020 Regular Council Meeting Schedule, and;

THAT Council approves the attached 2020 Regular Council Meeting Schedule as presented noting that June, July, August and December meetings are varied from Council Procedure Bylaw No. 416, 2015.

Respectfully submitted,

Lisa Clark CAO/CFO