



**VILLAGE OF SAYWARD
SPECIAL MEETING OF COUNCIL
COMMITTEE OF THE WHOLE
AGENDA
June 5, 2019 – 10:00 AM
KELSEY CENTRE MULTI PURPOSE ROOM**

1. Called 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. Approval of Agenda.

Recommended Resolution:

THAT the agenda for the Committee of the Whole meeting for June 5, 2019 be approved.

4. Minutes of Previous Meetings

Recommended Resolution:

THAT the minutes from the Committee of the Whole meeting from February 27, 2019 be approved.

5. Correspondence

Recommended Resolution:

THAT the following correspondence be received:

- a) 6 Tips for Innovation
- b) Business License feedback from public

6. New Business

- a) BC Rural Dividend Program – sixth intake 2019-2020
- b) Coastal Communities Social Procurement Initiative – membership
- c) Sayward Daycare Plan – Report from Councillor Cragg

7. 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."

8. In-Camera - None

9. Rise

10. Adjournment

Recommended Resolution:

THAT the Committee of the Whole meeting for June 5, 2019 be adjourned.



**VILLAGE OF SAYWARD
MINUTES
COMMITTEE OF THE WHOLE
FEBRUARY 27, 2019 – 7:00 PM
KELSEY CENTRE MULTI PURPOSE ROOM**

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

In Attendance: Paul Carver, Chief Administrative Officer
Lisa Clark, Chief Financial Officer

1. Call to Order

Meeting was called to order at 7:00 PM.

2. Public Input - None

3. Approval of Agenda

MOTION C19/17

MOVED AND SECONDED

THAT the agenda for the Committee of the Whole meeting for February 27, 2019 be approved as amended.

CARRIED

4. Minutes of Previous Meetings

MOTION C19/18

MOVED AND SECONDED

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

CARRIED

5. New Business

a) Financial Plan 2019 -2023 – Report by CFO

MOTION C19/19

MOVED AND SECONDED

THAT the Financial Plan 2019-2023 (Version 3) be received for information and discussion.

CARRIED

MOTION C19/20
MOVED AND SECONDED

THAT the first 3 reading of the 2019-2023 Financial Plan Bylaw be brought to the March 19, 2019 Regular Meeting of Council.

CARRIED

7:48 pm – Councillor Kirschner left the meeting

6. Public Question Period (maximum of 15 minutes)

Janett Hoare	Is the Village providing a grant in aid for the Tourism Committee this year?	Mayor – yes.
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7. In-Camera - 8:05 PM

MOTION C19/21
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)(c) of the *Community Charter* to discuss labour relations or other employee relations.

CARRIED

8. Rise

9. Adjournment

MOTION C19/22
MOVED AND SECONDED

That the Committee of the Whole meeting for February 27, 2019 be adjourned.

CARRIED

The meeting was adjourned at 8:18 PM

Mayor John MacDonald

Chief Administrative Officer

6 tips for innovation

by **Jo Flatt** in Innovation, Leadership



12 Shares k.c. co din bje

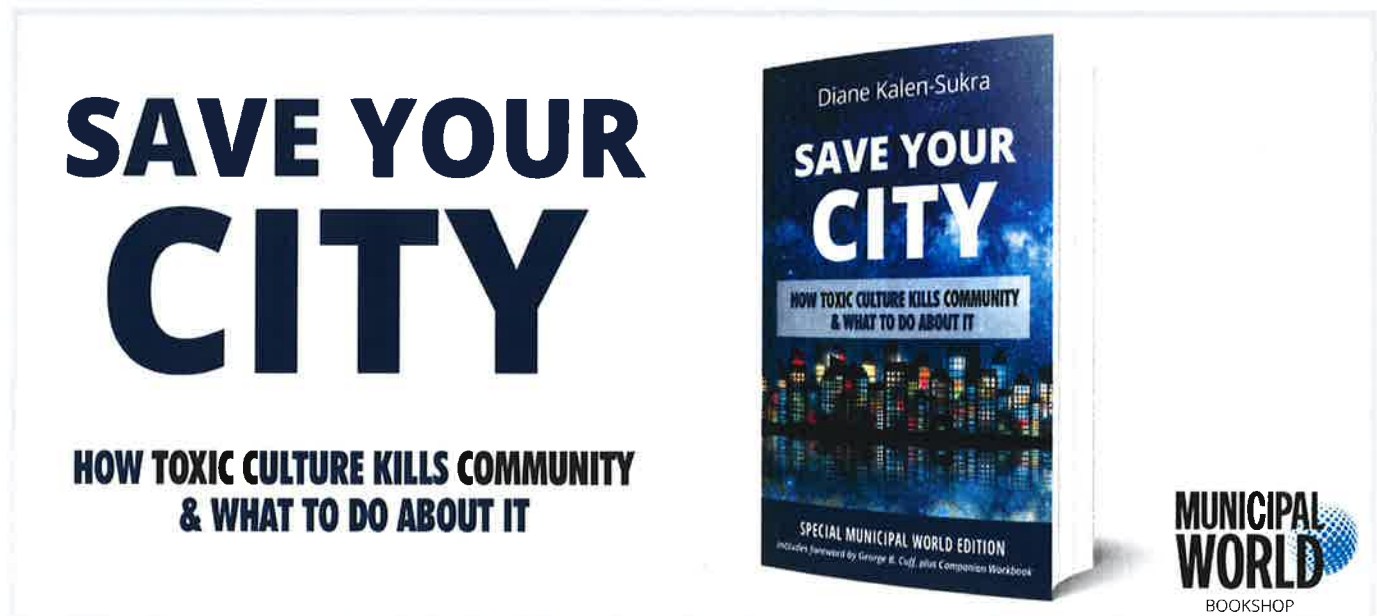
The challenges facing cities are far-reaching and complex. Across the globe, urban and rural areas are grappling with the effects of climate change, shifting demographics, technological disruptions, and economic restructuring that require new ways of looking at how we build and lead cities. As a municipal staff member or elected official, finding the right solution is challenging and often compounded by limited financial resources, time pressures, differing resident needs, and institutional inertia that can prevent new ways of working. Despite these barriers, there is a need to adopt a set of unique approaches and forge new partnerships to address the challenges, as well as harness the opportunities that come alongside them. Now is not the time to maintain the status quo. Now is the time to innovate.

But, what exactly does that mean? Language around innovation has become omnipresent. We hear it in reference to marginal internal improvements as well as with major systems changes. It is important that we don't just think about innovation - we need to think about inclusive innovation, which ensures that people who aren't usually engaged are supported to

help solve complex urban challenges that make cities a better place for all. People are at the core of innovation. Enabling them with the networks, resources, tools, and skills that they need to connect, collaborate, and catalyze actions can improve our cities for the benefit of everyone. In other words, innovation forces us to adapt how we work to benefit us and those we serve.

6 Tips for Innovation Within the Organization

Innovation can seem daunting. In some instances, it is best to start with what you know by innovating within your organization before looking outside. Created in collaboration with Jason Reynar, Chief Administrative Officer at the Town of Innisfil, Ontario, and Gord Coulman, Director of Innovation and Technology at the City of St. Albert, Alberta, here are some quick tips for municipal staff to consider when bringing innovative ideas inside of government. (We worked together to prepare this list for the September 2018 Municipal Innovators Conference lunch keynote address in Calgary.)



(<https://www.municipalworld.com/linkout/274083>)

1. Frame a specific need

Don't try to boil the ocean. When it comes to building momentum for change, it helps to start small and be specific. Outline the core need you are trying to address and communicate it clearly and succinctly. Consider the elevator pitch: can you deliver your message in under 30 seconds?

2. Propose a potential low-cost solution

Think about how to get the most bang for your buck. It's far easier to approve a realistic solution than a massive high-cost transformation. If you are trying to convince a stubborn colleague, start by proposing a solution that is small and affordable.

3. Demonstrate that the traditional approach is not working

People who are opposed to change will tell you that if it's not broken, don't fix it. Show them what's missing or what isn't working, and how your solution can address it.

4. Create a collaborative interdisciplinary team to problem solve

Two heads are better than one. Break down silos and find champions across departments by identifying a mutual self-interest. Fresh eyes can bring a new perspective to your problem and introduce added benefits to your proposed solution.

5. Be open to piloting other ideas

Colleagues may find issues with your proposal that you had not yet thought of. Be open to adapting your approach and listening to their ideas. This can have the added benefit of building shared ownership and support down the road.

6. Create a culture of risk tolerance

Practise what you preach. Help to build tolerance by supporting others and demonstrating a culture that supports failure and risk.



(<https://www.municipalworld.com/linkout/210445>)

Membership Packages

Municipal World's new membership packages include job posts, career announcements, plus so much more!



Innovation: Addressing Challenges in Local Government

Change is often difficult, but that's where communities of practice, colleagues, and peers with shared experiences can be a critical resource. Supporting and connecting aspiring and established innovators to do the best for our cities and communities is essential in addressing the everyday challenges in local government. **MW**

A version of this article was published in Municipal World, January 2019

(<https://www.municipalworld.com/digital-editions/2019-01-january/>)

★ **Municipal World Insider and Executive Members:** You might also be interested in the full version of this article (<https://www.municipalworld.com/articles/getting-to-innovation-in-municipal-government/>) or in Christopher Hire's article: Small city, big data, bigger innovation: Six big trends are making small cities hotbeds of innovation (<https://www.municipalworld.com/articles/small-city-big-data-bigger-innovation-six-big-trends-are-making-small-cities-hotbeds-of-innovation/>). Note that you can now access the complete collection of past articles (<https://www.municipalworld.com/articles/>) (and more) from your membership dashboard (<https://www.municipalworld.com/my-account/>).

Jo Flatt is Senior Manager, Policy & Partnerships at Evergreen. She leads the organization's Mid-Sized Cities Program, an interdisciplinary initiative to help mid-sized cities thrive. She has led numerous consultation efforts, including the City of London's Urban Agriculture Strategy. She is also an instructor at the University of Toronto's School of Public Policy and Governance.

Related resource materials:

- ♦ 12 Strategies for Re-Energizing Your Community
(<https://www.municipalworld.com/product/12-strategies-for-re-energizing-your-community-item-0012/>)
- ♦ Better Decisions, Together (<https://www.municipalworld.com/product/better-decisions-together-item-0016/>)
- ♦ Making a Difference: Cuff's Guide for Municipal Leaders Vol.1
(<https://www.municipalworld.com/product/making-a-difference-cuff-s-guide-for-municipal-leaders-vol-1-item-0059-1/>)
- ♦ Making a Difference: Cuff's Guide for Municipal Leaders Vol.2
(<https://www.municipalworld.com/product/making-a-difference-cuff-s-guide-for-municipal-leaders-vol-2-item-0059-2/>)

NEXT STORY

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CAMA supports municipal administrators with new toolkit

(<https://www.municipalworld.com/feature-story/cama-supports-municipal-administrators-with-new-toolkit/>)

by **Municipal World** in Communication, Governance, Human Resources, Leadership

Lisa Clark

From: John MacDonald
Sent: May 24, 2019 12:58 PM
To: Lisa Clark
Subject: Fwd: Business licence/ sayward futures gift shop

Please add this for discussion at COW meeting, I will advise patricia that I have received her complaint and will get back to her
John

Sent from my iPhone

Begin forwarded message:

From: Patricia van der Heide <patricia.vanderheide@gmail.com>
Date: May 24, 2019 at 11:59:53 AM PDT
To: Mayor@saywardvalley.ca
Subject: Business licence/ sayward futures gift shop

I recently received notice that I would require a business licence plus a rate increase to 30% to sell my items at the wharf. This letter did not even open with,thankyou for contributing over the years or any of the gracious ways I would like a serious letter to start! I am confused.There is talk of economic development and tourism initiative, and yet it seems you are making motions to hurt the very people who are trying to showcase the talent and efforts of local people., who are hardly making a profit as is, and yet are putting in effort to present sayward as a unique and gifted,enthusiastic community. You should not need to be looking at ways to profit from us, but to help us continue in our efforts to survive in sayward and take pride in helping showcase it. Otherwise, you have just another place that sells non local items. The profit margin in relation to the number of people who actually come into ocean view gifts is already small. Please reconsider, make it more appealing,rather than less, for locals to support this supposedly local initiative. I am just asking, who is more valuable and faithful in the long run, the occasional tourists, or the locals,the heart and soul of this community? Thankyou, sincerely, Patricia vanderheide.

Paul Carver

From: Horel, Bridget FLNR:EX <Bridget.Horel@gov.bc.ca>
Sent: May 10, 2019 1:37 PM
Subject: Rural Dividend Funding Intake Announced

Hello Everyone,

Rural Dividend has announced the intake for the 2019-2020 year!

Applications will be accepted June 15 to midnight (Pacific time) Aug. 15, 2019. This is the only application window for 2019-2020. This was just announced today and the press release is available at:

<https://news.gov.bc.ca/releases/2019FLNR0136-000926>

The sixth intake program guide and detailed instructions on how to apply are available on the BC Rural Dividend website: www.gov.bc.ca/ruraldividend

Enjoy the weekend!

All the best,

Bridget Horel

Regional Economic Operations Branch – Community Adjustment Manager

Rural Development Unit

Ministry of Forests, Lands, Natural Resource Operations and Rural Development

370 Dogwood Street South, Campbell River, BC

Bridget.Horel@gov.bc.ca | 250-286-9370 (Office) | 250-202-8619 (Cell) |



British Columbia News

BC Rural Dividend program announces sixth intake

<https://news.gov.bc.ca/19706>

Friday, May 10, 2019 1:30 PM

Victoria - Local governments, Indigenous communities and organizations, as well as not-for-profit organizations are eligible and encouraged to apply for funding in the sixth intake of the BC Rural Dividend program.

Applications will be accepted June 15 to midnight (Pacific time) Aug. 15, 2019. This is the only application window for 2019-20.

Applications to the Rural Dividend can be submitted to the program's three funding streams.

- The project development stream provides up to \$10,000 to help communities undertake preliminary work, such as feasibility assessments and business cases, to develop strong future projects.
- The single applicant stream provides up to \$100,000 to support the implementation of community-driven economic development and diversification projects.
- The partnerships funding stream provides up to \$500,000 to support projects that will be delivered with at least one eligible partner.

The program also includes a special circumstances provision to help communities respond to significant economic disruption.

Up to \$25 million is available for 2019-20. All projects are assessed based on the information provided in the application and budget form, including a project's feasibility and its direct impact on economic development in the community.

Projects must take place in, or directly benefit, a community with a population of 25,000 or less to be eligible for funding.

Learn More:

The sixth intake program guide and detailed instructions on how to apply are available on the BC Rural Dividend website: www.gov.bc.ca/ruraldividend

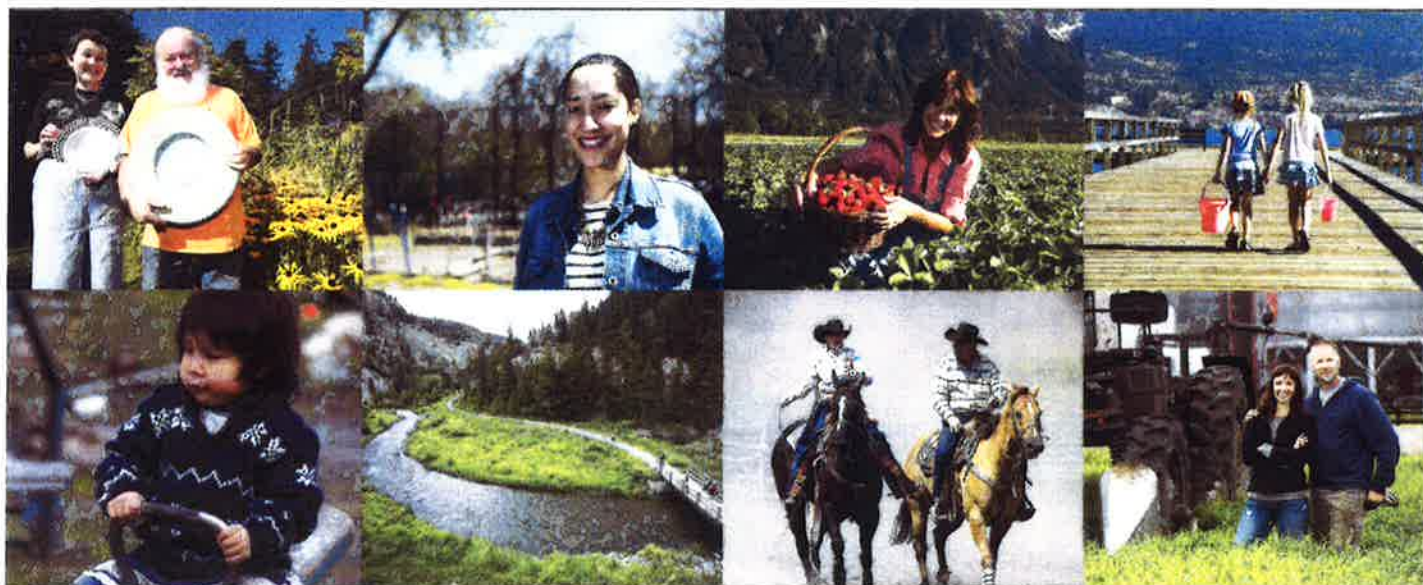
Media Contacts

Media Relations

Ministry of Forests, Lands,
Natural Resource Operations and Rural Development
250 356-7506



BC Rural Dividend



Sixth Rural Dividend Intake begins June 15, 2019

The sixth intake of the BC Rural Dividend Program runs Saturday, June 15, 2019 to Thursday, August 15, 2019. Please review the revised program guide prior to submitting your application.

The online application form will open on June 15.

Additional resources and documents to support applicants will be added to the website prior to June 15.

Please check back for more information!

Program Updates for Sixth Intake

In 2018/2019, a review of the Rural Dividend Program was completed by an independent third party, with a focus on identifying opportunities for continuous improvement. In response to the review's findings the program has implemented a number of key improvements for the sixth intake period.

For additional details regarding the updates to the Rural Dividend Program please review the Sixth Intake Program Guide or the [Program Details](#) page of the website.

Program components that have been revised from previous intakes are identified with the "Updated" label.



BC Rural Dividend Program Guide

Sixth Round Application Intake 2019/20



Ministry of
Forests, Lands, Natural
Resource Operations
and Rural Development

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1 Introduction

This document serves as the BC Rural Dividend Program Guide for the sixth application intake period. It is intended to provide prospective applicants with program information and directions on how to apply. The sixth application intake period will commence on Saturday, June 15, 2019 with a deadline of midnight PDT on Thursday, August 15, 2019. This is the only application intake period for 2019-2020.

Now in its fourth year, the BC Rural Dividend provides \$25 million a year to assist rural communities, both Indigenous and non-Indigenous, with a population of 25,000 or less to strengthen and diversify their local economies. It was developed to recognize both the contribution rural communities have made to B.C.'s economy, and the unique challenges they face to diversify beyond natural resources.

The program will contribute to the strength and stability of rural communities using the principles of Community Economic Development (sustainable, participatory, asset-based, self-reliant and community based).

In 2018/2019, a review of the Rural Dividend Program was completed by an independent third party, with a focus on identifying opportunities for continuous improvement. In response to the reviews findings the program has implemented a number of key improvements for the sixth intake period.

Program improvements are identified by the "Updated" label throughout the guide.

The Rural Dividend is administered by the B.C. Ministry of Forests, Lands, Natural Resource Operations and Rural Development.

2 Program Objectives (UPDATED)

As the Rural Dividend moves into its fourth year of operation the program's objectives have been refined to continue to respond to the needs of rural communities. The program's objectives are as follows:

1. Increase community resilience and support economic development and diversification through enabling rural communities to implement their vision for long-term vibrancy, as well as prepare and respond to economic disruptions.
2. Support Indigenous communities and organizations to develop and lead traditional and/or emerging economic opportunities, including in the natural resource sector.
3. Strengthen the capacity of small and remote communities to address unique challenges in realizing their economic potential.
4. Assist rural communities to pursue innovative economic opportunities that support climate mitigation and/or adaptation for a cleaner future for BC.

3 Eligibility Criteria (UPDATED)

Eligibility of applications will be based on several components:

- › The eligibility of the location that will directly benefit from the project or in which the project will take place;
- › The eligibility of the applicant;
- › The applicant's ability to meet the minimum required applicant financial contribution and;
- › The inclusion of all mandatory documents with the submitted application.

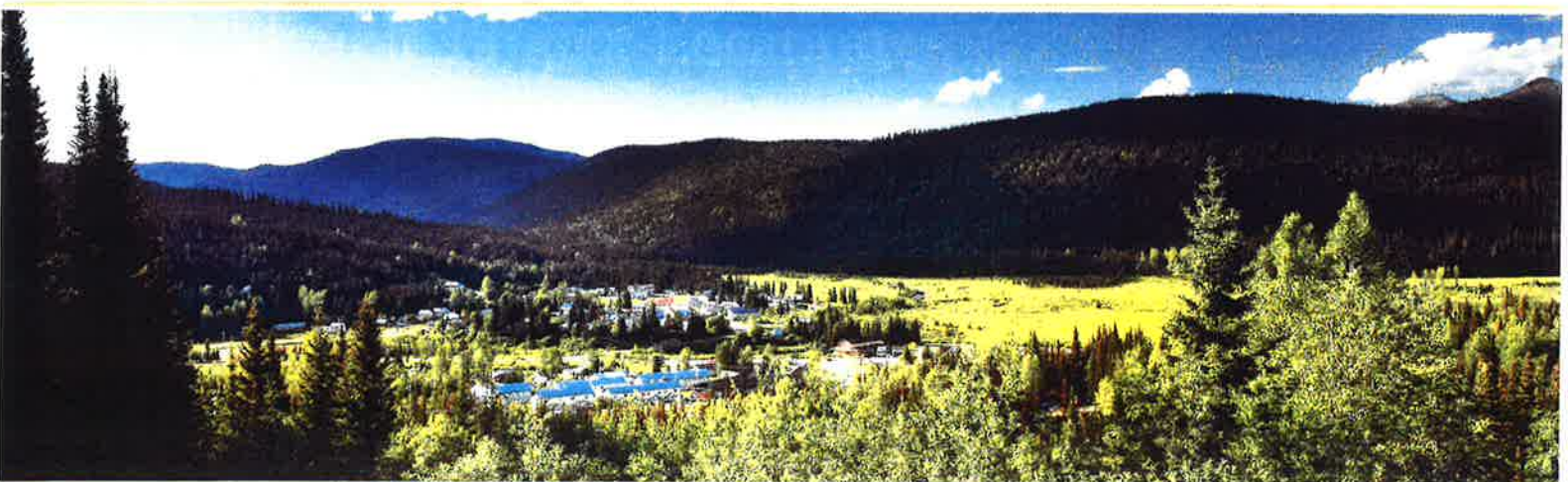
4 Eligible Project Location (UPDATED)

The goal of the program is to assist small rural communities across British Columbia. Applications must demonstrate how the proposed project will take place in or directly benefit either:

- › Indigenous or non-Indigenous communities with a population of 25,000 or less located outside the geographic boundaries of Metro Vancouver and the Capital Regional District.¹
- › Unincorporated areas with a population of 25,000 people or less.

Population size will be determined using Statistics Canada 2016 Census Data (<http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E>). Communities with populations up to 500 over the limit are eligible to apply.

¹ Communities within the Juan de Fuca Electoral Area, Salt Spring Island Electoral Area and the Southern Gulf Islands Electoral Areas are eligible to apply for funding (as defined on the Capital Regional District website – www.crd.bc.ca).



5 Eligible Applicants (UPDATED)

5.1 Local Government

- › A municipal government, or regional district, established by or under B.C. legislation with a population of 25,000 people or less.
- › An unincorporated area with a population of 25,000 people or less whose application is submitted through a regional district or a not-for-profit organization.²

5.2 Indigenous Communities and Organizations

- › A First Nations band council within the meaning of Section 2 of the federal Indian Act or any successor to a band council established under federal legislation, or governing body of treaty First Nations.
 - › First Nations band councils with at least one rural reserve are eligible to apply for projects that will take place in, or directly benefit, the rural portion of their community.
 - › First Nations band councils that do not include a rural reserve are not eligible applicants. However, in unique situations such communities can submit applications for projects that will take place in, or directly benefit, a rural area.
- › A First Nations, Métis, or Inuit organization incorporated as a not-for-profit corporation or society formed under an Act of Canada or a province or territory of Canada, and in good standing under the relevant Act.
- › A corporation controlled by a First Nation incorporated under an Act of Canada, or a province or territory of Canada, and in good standing under the relevant Act.

5.3 Not-for-profit Organization

- › An organization incorporated as a not-for-profit corporation or society formed under an Act of Canada or a province or territory of Canada and in good standing under the relevant Act.
- › Not-for-profit co-operatives incorporated as community service co-ops under the B.C. *Co-operative Association Act* are considered eligible as a not-for-profit organization.
- › Not-for-profit organizations must have a B.C. location and be active in the Province.
- › Not-for-profit organizations that have received significant foundational funding from the Province are not eligible applicants.

² An unincorporated area/community, for the purpose of application to the program, is considered to be a settlement area within a regional district electoral area. A community's boundaries may also coincide with a service area boundary (existing or proposed).

6 Eligible Partners

The partnership funding stream of the Rural Dividend Program is intended to support collaboration between communities to pursue regional economic development and diversification projects. Applications to the partnership funding stream are required to provide detail regarding the role that each partner will play in the development and implementation of the project. Applications that do not clearly demonstrate that a strong partnership will take place may not be approved for funding through the stream.

- › Eligible partners include local governments, Indigenous communities and not-for-profit organizations (including universities and colleges).
- › For-profit entities can serve as partners with an eligible applicant as long as the proposed project identifies broad community benefits and does not negatively impact other businesses.
- › The partner(s) must have an active role in the project but are not required to contribute financially. Organizations that are only providing funding to a project but will take no further role are not eligible partners.
- › Partners will not be considered eligible if they are owned by or own the applicant organization. Additionally, partners will be deemed ineligible if they and the applicant are owned by the same entity.
- › Individuals are not considered eligible partners.
- › All partners listed in the application are required to provide a partnership letter to the Rural Dividend confirming their role and commitment to the project. Projects submitted to the partnerships funding stream without partnership letters will be ineligible for funding.



7 Project Categories

The program includes four broadly defined project categories designed to offer communities flexibility in applying for program funding, and the opportunity to develop a wide range of solutions to the challenges their communities are facing. Projects in all four project categories are eligible for funding in each funding stream (listed in Section 8). Project categories are outlined below.

1 Community Capacity Building

- › Projects that build the resources, capabilities and capacities of communities to deal with their key economic challenges and changes.
- › Projects that provide or improve a community's potential to support economic diversity, expand market accessibility and enhance quality of life to attract investment.

2 Workforce Development

- › Projects that offer training and skills development opportunities.
- › Projects that help ensure resilience in the local workforce by attracting, retaining and training workers.

3 Community and Economic Development

- › Projects that help rural communities plan to build a foundation for economic development, economic resilience and/or growth, or improve community vibrancy.
- › Projects that implement strategies or initiatives to support economic development, resilience, diversification or growth.

4 Business Sector Development

- › Projects that increase new business creation, business growth and adaptability in the community.
- › Projects that allow communities to retain existing businesses and encourage their expansion.



8 Funding Streams

There are three funding streams as detailed below:

Funding Stream	Maximum Funding	Details
Project Development	\$10,000	› Support for communities with limited capacity to undertake preliminary work (e.g. feasibility assessments and business cases) to develop strong future projects. › Eligible applicants can apply for up to 100% of total project cost. › An approved project development grant does not provide a guarantee of funding in subsequent applications submitted to government of B.C. funding programs.
Single Applicant	\$100,000	› Supports implementation of community-driven projects. › Eligible applicants must contribute at least 20% of the total project cost via financial or in-kind contributions (maximum 10% in-kind contribution). › Eligible applicants can apply for up to 80% of the total project cost to a maximum of \$100,000.
Partnerships	\$500,000	› Supports implementation of community-driven projects. › Eligible applicants must have at least one eligible partner. › Eligible applicants and eligible partners must contribute at least 40% of total project cost via financial or in-kind contributions (maximum 10% in-kind contribution). › Eligible applicants can apply for up to 60% of the total project cost to a maximum of \$500,000.

9 Applicant Contribution

Applicants to the single applicant and partnerships funding streams are required to provide a specific portion of the total project costs as the applicant and/or partner financial contribution.

9.1 Source of Applicant Financial Contribution

Applicants can use their own funds (including funds obtained through financing) for their financial contribution, as well as funds they have obtained from not-for-profit organizations, such as development trusts.

Applicants must clearly outline their financial contribution and identify what portion of the contribution is provided through in-kind contributions (detailed below). The application is ineligible if the financial contribution does not meet the identified requirement, or if the contribution includes more than 10% in kind contributions.

Funding from other government sources (federal or provincial) cannot be included in the applicant financial contribution, except for the Community Works Fund. An application is ineligible if other government funding is included as part of the applicant financial contribution.

9.2 In-kind Contributions

Applicants must clearly outline their in-kind contributions, including goods and services donated to a project by the eligible applicant and/or eligible partners (e.g. staff time, use of space or equipment). These types of contributions should be valued at fair market value.

Applicants can support the project with as many in-kind contributions as they feel are appropriate. However, it cannot make up more than 10% of their applicant financial contribution.



9.3 Cost-Sharing Formula Examples

The following tables show examples of how the cost-sharing formula breaks down for each funding stream.

Single applicant funding stream:

Examples	Total Project Cost	Program contribution: 80% of total project cost or up to \$100,000 maximum	Applicant contribution: 20% minimum (up to 10% maximum in-kind)
1	> \$50,000	> \$40,000 (80%)	> \$10,000 minimum (can include up to \$5,000 in-kind)
2	> \$125,000	> \$100,000 (80% total project cost and maximum amount)	> \$25,000 minimum (can include up to \$12,500 in-kind)
3	> \$1,000,000	> \$100,000 (maximum amount)	> \$200,000 minimum (can include up to \$100,000 in-kind) <i>Note: Remaining \$700,000 from applicant or other funding sources</i>

Partnerships funding stream:

Examples	Total Project Cost	Program contribution: 60% of total project cost or up to \$500,000 maximum	Applicant/partner contribution: 40% minimum (up to 10% maximum in-kind)
1	> \$100,000	> \$60,000 (60%)	> \$40,000 minimum (can include up to \$10,000 in-kind)
2	> \$833,333	> \$500,000 (60% total project cost and maximum amount)	> \$333,333 minimum (can include up to \$83,333 in-kind)
3	> \$5,000,000	> \$500,000 (maximum amount)	> \$2,000,000 minimum (can include up to \$500,000 in-kind) <i>Note: Remaining \$2,500,000 from applicant/partners or other funding sources</i>



10 Other Sources of Funding

Applicants must clearly outline the amount and source of all funding that will contribute to the project. Verification of other sources of funding may be requested through the assessment process.

Funds obtained through financing can contribute to the total cost of the project. However, financing costs and interest charges are not eligible for program funding.

Funding from other government programs (federal or provincial) can contribute to the overall project funding as long as it is not part of the applicant financial contribution. When project funding is provided from other government programs, applicants must identify the program and provide a contact. Failure to provide this information could result in the disqualification of an application from the assessment process.

11 Project Timelines

Applications for projects that do not require additional steps before they can start (e.g. securing other funding, obtaining permits and approvals) will be more favourably ranked in the assessment and review process. The need for additional steps before the project can start will be taken into consideration in the review and assessment of applications. Such applications may also be deferred for consideration to a future intake round.

Applications must demonstrate that the project will be completed within two years from the project start date.

Costs that were incurred before the application was submitted are ineligible under the program.



12 Eligible Project Costs (UPDATED)

To be considered eligible, project costs must be direct and essential to the development and implementation of the project. Costs will be reviewed to determine if they are reasonable and have been accurately estimated. Funding cannot be used for ongoing operational or general organizational support. Inclusion of ineligible, unessential or unreasonable costs will be considered in the assessment and ranking of projects. Examples of costs that are eligible and ineligible for program funding are listed below.

Eligible Costs	Ineligible Costs
Direct costs related to development and implementation of the project.	› General organizational support costs. › Any costs associated with administering the project, such as preparing progress reports. › Costs being claimed under any other programs. › Costs incurred outside the time periods for the project as outlined in application. › Project contingency costs.
Infrastructure costs up to 35% of total project costs. (See Section 13 for additional details.)	› Traditional municipal infrastructure (water/sewer/road/sidewalk) projects.
Destination trail projects. (See Section 14 for additional details.)	› Sidewalk projects.
Consulting services, including: › Project management, › Design/engineering costs, › Business planning development, and › Project-related professional fees (e.g. architectural).	› Permits and approvals. › Legal costs. › Project-related professional fees payable to the eligible applicant.
Wages/benefits for new hires to work 100% on eligible project-related activities.	› Ongoing costs for existing staff salaries and benefits.
Capital purchases up to 35% of total project costs that are essential to project implementation, including: › Off-road vehicles, › Office equipment, and › Software and new technology.	› Land acquisition.
Marketing or promotion-related costs or speaker stipends.	› Directly meeting and/or lobbying of any level of government. › Expenses relating to attending conferences and trade shows. › Coordinating/hosting conferences/events.
Meals and project travel related expenses based on government per diem rates. ³	› Remuneration and travel of elected officials. › International travel will require a special review to determine eligibility. › Alcohol.
Feasibility studies related directly to the project.	› Academic research that does not deliver concrete actions or tangible benefits.
Training activities as part of the Eligible Project or to support the project.	› GST and PST. › Financing costs and interest charges.

³ Appendix 1 – Travel Allowances: http://www2.gov.bc.ca/assets/gov/careers/all-employees/pay-and-benefits/appendix_1_travel_allowances.pdf

13 Infrastructure Costs (UPDATED)

Eligible projects can include infrastructure costs up to a maximum of 35% of the total project cost. Applications that have more than 35% of the total project cost in infrastructure costs will result in the ineligibility of the project. Examples are listed in the table below.

Total Project Cost	Maximum Infrastructure Costs (35% of Total Project Cost)
> \$100,000	> \$35,000
> \$250,000	> \$87,500
> \$2,000,000	> \$700,000

Applicants must clearly identify all costs related to infrastructure. For the purpose of the program, infrastructure costs are all costs related to the construction, renovation or refurbishment of buildings, facilities, equipment, and structures. Items such as engineering/design costs, project management, and professional fees are not considered infrastructure costs, and thus are not included in the 35% limit. Examples of infrastructure costs include:

- > Construction of buildings or structures;
- > Renovation or refurbishment of buildings or structures;
- > Labour or wages, such as general laborers, plumbers, electricians;
- > General contractor and/or contractor fees; and
- > Construction materials such as lumber, windows, doors, fixtures.

The Rural Dividend Program requires that proposed infrastructure directly support economic development in the applicant community or communities. Traditional municipal infrastructure such as water, sewer, road or sidewalk projects are ineligible for funding.

Infrastructure project components will be reviewed to determine their applicability in supporting economic development based on the following criteria:

- > Clear demonstration that the infrastructure is needed to support economic development/diversification initiatives (and does not include traditional municipal infrastructure);
- > Demonstrated alignment of the infrastructure with community infrastructure and economic development plans and priorities; and
- > Identification of appropriate owner and source of ongoing maintenance for the infrastructure.

14 Destination Trail Projects (UPDATED)

In British Columbia, trail networks offer a unique opportunity to provide health and wellness benefits to communities while supporting local rural economic development by increasing tourism. To be eligible for funding, trail projects must create or improve trail networks that promote local economic diversification (i.e. mountain biking, off-roading, snowmobiling, hiking, Nordic and backcountry skiing) and are directly linked to the creation of a destination for recreation tourism. Trail projects will be evaluated for suitability based on the following criteria:

- › Alignment of the trail project with local, regional and provincial recreation development, tourism and economic development plans and priorities;
- › Demonstration that the trail project supports economic development /diversification initiatives;
- › Identification of appropriate owner and source of ongoing maintenance for the trail project;
- › Documentation demonstrating that required authorizations and regulatory approval processes are underway or complete; and
- › Supports the *Trails Strategy for British Columbia*
www.sitesandtrailsbc.ca/documents/Trail-Strategy-for-BC_V6_Nov2012.pdf

Project Components	Eligible Costs for Destination Trail Projects
Trail Building Infrastructure	› Costs directly related to the construction or rehabilitation of trails are exempt from the limit on infrastructure costs (35% of total project costs).
Non-Trail Building Infrastructure	› Costs related to infrastructure components not directly related to the construction or rehabilitation of trails (i.e. campgrounds, parking lots, huts) are subject to the limit on infrastructure costs (35% of total project costs).
Capital Purchases	› Destination Trails Projects are subject to the limit on capital costs (35% of total project costs).

15 Applying to the Program

The application form is available online www.gov.bc.ca/ruraldividend. Please note that some components of the online application (i.e. council/board resolution) may require additional time and planning to complete.

Your complete application package must be received by midnight PDT on Thursday, August 15, 2019. Applicants will not be able to submit applications through the online application system past the identified deadline. All documents received by the program will be treated as confidential.

All program communication will take place with the primary contact using the contact information provided in the application. It is the responsibility of the applicant to notify the program office regarding any changes to the contact information provided.

If you need help in completing your application please refer to Section 28, Application Support.

16 Mandatory Supporting Documentation

Each application must include the following mandatory supporting documentation, which will be submitted through the online application form. All mandatory supporting documentation must be specific to the legal entity applying for funding and may not be from a related organization such as a parent company or subsidiary.

- › Financial statements: Details are in Sections 17 and 18.
- › Budget: All applicants must complete the program budget form posted at www.gov.bc.ca/ruraldividend.
- › Resolution: All applicants must complete a Council/Organization resolution (included in the application form).
- › Articles of Incorporation: Only required for Indigenous and non-Indigenous not-for-profit organizations and First Nations corporations. Documents must include the applicant's legal name and business number and can be Articles of Incorporation or the most recently filed Annual Report.
- › Partnership letters: Only required for applicants to the partnerships funding stream. Letters must confirm the partner's role and commitment to the project.

Failure to submit the mandatory supporting documentation will result in the ineligibility of the application.

17 Financial Statements

Applicants must provide the financial statements identified for the requested funding amount. Financial statements that meet the requirement for a higher funding amount will also be accepted.

- › Financial statements must be specific to the legal entity applying for funding and may not be from a related organization.
- › Financial statements submitted must be in the final approved form, including signatures from the CPA who prepared them and organization representatives.
- › Applicants must submit current financial statements (i.e. those which have been prepared within the past year).
- › Financial statements must be submitted in their entirety; partial documents will not be accepted.

18 Levels of Required Financial Statements (UPDATED)

There are three levels of financial statements as indicated in the table below:

Levels	Financial Statements Required	Funding Amounts
1	Internally prepared financial statements signed by two board members/ Notice to Reader financial statements.	› \$0–\$50,000
2	Review engagement financial statements.	› \$50,001–\$100,000
3	Audited financial statements.	› \$100,001–\$500,000

18.1 Internally Prepared/ Notice to Reader Financial Statements (\$0–\$50,000)

Statements must be signed by two board members and include (1) a balance sheet from the previous fiscal year; (2) revenue and expense statements from the previous fiscal year; and (3) all notes pertaining to the financial statements. Financial statements prepared by an accountant (often referred to as “Notice to Reader” Financial Statements) are considered equivalent to internally prepared financial statements and should be provided if available.

18.2 » Review Engagement Financial Statements (\$50,001–\$100,000)

Statements must be prepared by an independent public accountant on a review basis. The accountant will not express an opinion on the fairness of the financial statements but must provide a limited assurance that the financial information is plausible and conforms to generally accepted accounting principles.

18.3 » Audited Financial Statements (\$100,001–\$500,000)

Statements must be prepared by an independent public accountant and include the examination of accounting records and other supporting evidence to render a professional opinion that the financial statements present a fair picture of the organization's financial position and its activities during the period in which the audit was carried out.

Failure to submit the correct financial statements for the requested funding amount will result in ineligibility. Please contact the program office if you have any questions regarding this requirement.

19 Optional Supporting Documentation

It is recommended that you include optional supporting documentation to provide additional information and context regarding your project. Suggestions include:

- › Indications of community support: Letters, references, or details of consultation to show community support for the project. Indications of community support will only be accepted from stakeholder organizations or community leaders in their professional capacity (i.e. chamber of commerce, mayor or community development organization).
- › Confirmation of funding from other funding sources listed in the project budget.
- › Approved financial plan developed and approved by the community/organization.
- › Quotes you have obtained from vendors or contractors to support your project budget.
- › Other materials such as business plans or feasibility studies that support your project.

Please do not provide any personal identifiers or third-party personal information (i.e. talk about others) in applications or supporting documents.



20 Application Limit

An eligible applicant is limited to the submission of:

- › One project development application; and
- › One project application (single applicant or partnership).

There is no limitation on participation as a partner on projects submitted by other applicants. Additionally, applicants who received funding during previous intakes are not restricted from applying during current or future intake periods.

Regional districts are eligible to submit the number of applications noted above on behalf of each unincorporated area within their district. In addition, regional districts can submit applications on behalf of their district as a whole if the total population is less than 25,000. Regional districts are required to clearly identify in the application, which community or unincorporated area they are applying on behalf of.



21 Project Review and Assessment (UPDATED)

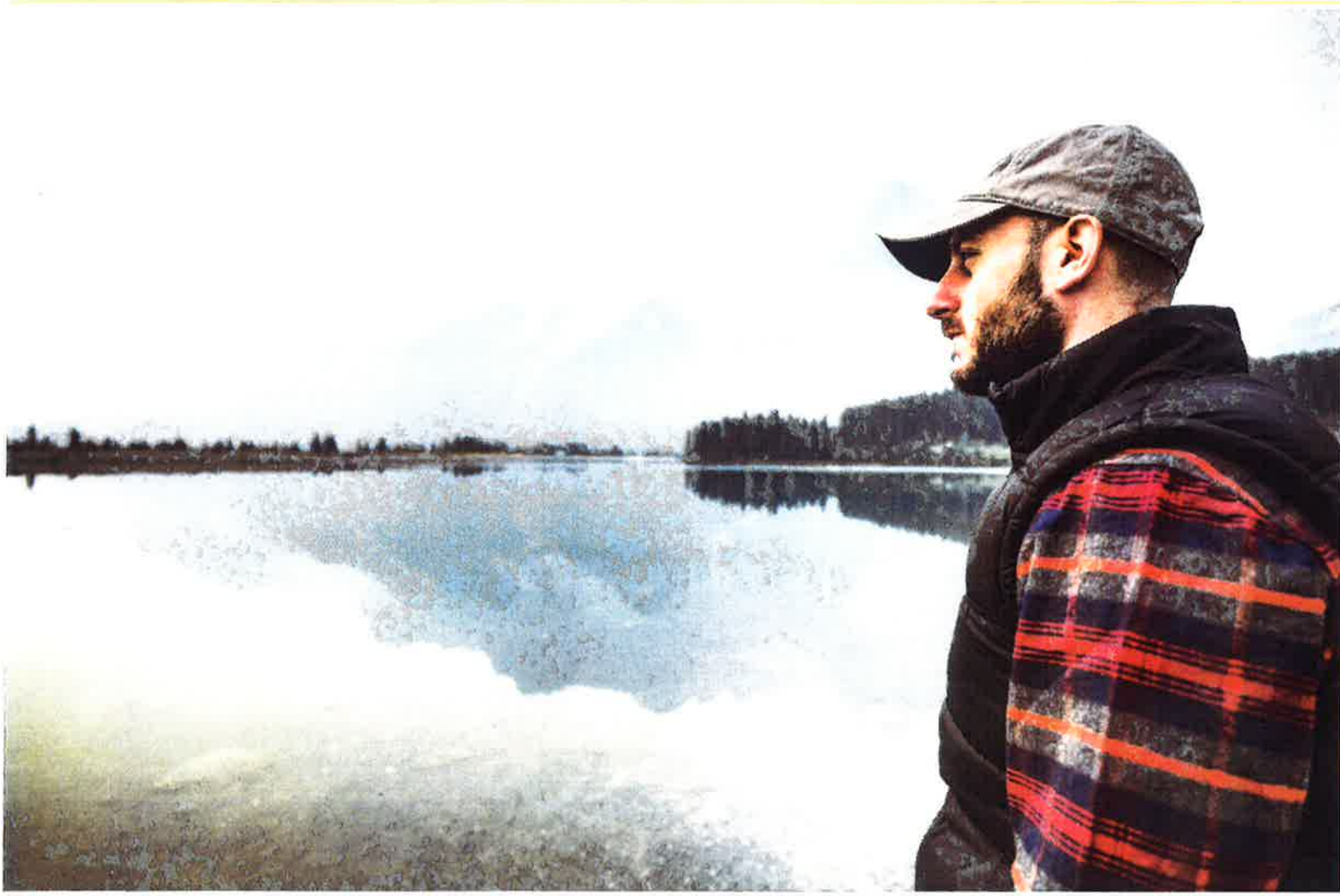
Eligible applications will be subject to a competitive review and assessment process. Eligible applications will be assessed and ranked based on the program's assessment components included in the table below. The selection process will be objective and unbiased.

Alignment with assessment components does not guarantee that a project will be funded. The program has seen increasing numbers of applications due to growing awareness and interest in the program. Applications are assessed in comparison with program assessment components and with other eligible applications received in the intake period; the provision of funding during one intake does not guarantee funding for similar projects in future intakes.

Applicants should provide sufficient information to support a thorough assessment of their project. They are encouraged to identify measurable benefits wherever possible to support the assessment. If additional information is determined to be needed to support the review and assessment, eligible applicants will be contacted, and additional information requested.

Decisions on applications are expected within six months after the application intake deadline. Funding decisions are final. Applications that are not funded in respect of a particular intake period may be re-submitted in a future intake period.

Assessment Components	
Project Application	› Aligns with one or more of the updated program objectives (see Section 2 for additional details) as demonstrated by the application and supporting documents. › Describes the details of the project clearly and concisely, including project activities and the community(ies) that will directly benefit. › Provides detailed project components and related deliverables, with clear timelines, to illustrate how they will be completed successfully within the two-year time limit. › Identifies the community(ies) in which project activities will take place or that will directly benefit from the project.
Project Budget	› Contains detailed descriptions of costs that are accurate estimates (supporting documentation such as quotes from contractors can be included to support the project budget). › Demonstrates costs are direct and essential to project implementation and are clearly linked to project activities described in the application. › Indicates clearly that costs assigned to Rural Dividend funding meet the program's eligibility criteria. *Please note that inclusion of ineligible costs, including exceeding the program's limits on infrastructure and capital costs, will impact the assessment of the application and may result in ineligibility.
Project Feasibility	› Demonstrates that the project has the support of the community and Indigenous communities. › Provides strong linkages between project activities and community planning. › Demonstrates that the project has been thoroughly planned and is ready for implementation. › Includes detailed information on any permits, permissions or other steps that are required for the project to be implemented and completed.
Due Diligence	› Adjudicators will consult with subject matter experts and other funding sources within government to ensure a project's viability.
Financial Review	› Adjudicators will review applicant financial statements to identify risk level and ensure the stability of an organization and its ability to implement the project.
Impact on Rural Economies	› Identifies how the project is directly linked to the economic needs of a rural community and clearly demonstrates incremental economic benefit. › Adjudication process will include the consideration of rural communities most in economic need.



22 Special Circumstances (UPDATED)

The Rural Dividend Program includes a special circumstances provision to support communities facing economic disruption resulting from the loss of a main employer or the impacts of a natural disaster. Communities whose circumstances match this description may contact the program at ruraldividend@gov.bc.ca or by calling 250-356-7950 for further information.

The special circumstances provision is intended to provide funding to applicants to pursue time-sensitive projects that are directly linked to a community's response to a significant economic disruption. Special circumstances applications are administered outside of the intake period and require applicants to identify a community need tied to a major economic shock, crisis, or loss of a key economic driver.

The following principles outline eligibility for special circumstances:

Application Components	Eligibility Principles
Eligible Applicants	› To ensure coordination in recovery efforts, eligibility will be limited to local governments and First Nation governments. › Funding for not-for-profit organizations may be provided only when responsibility is formally delegated by a local or First Nation government.
Eligible Communities	› Rural communities that have been directly or indirectly impacted by the loss of a main employer or natural disaster. › Communities will remain eligible for up to 24 months from the occurrence of the economic or natural disaster event. › After 24 months applicants can apply for funding support through regular intake periods.
Eligible Project Scope	› Projects must be directly focused on the planning or implementation of economic transition or recovery projects and linked to the economic or natural disaster event. › Projects included in community transition or recovery plans will be prioritized for funding. However, inclusion in a recovery plan is not required.
Eligible Project Timelines	› Applicants must clearly demonstrate that the timeline for a proposed project prevents participation in the regular intake process. › Projects that are not time sensitive in nature will be directed to the regular intake process.
Applicant Contribution	› The required applicant contribution is 20% of the total project cost for requests up to \$100,000 and 40% of the total project cost for requests between \$100,001 and \$500,000. › The required contribution may be altered in instances where a clear justification is provided by the applicant.
Eligible Costs	› Applications will be subject to the eligible cost categories identified in Section 12, including the limits on infrastructure and capital costs. › Flexibility in eligible costs may be considered in extreme cases if the project demonstrates significant incremental economic benefit. › Eligible special circumstances applicants can apply for up to \$500,000 in funding for an eligible project.
Reporting Requirements	› Funded projects will be subject to the reporting requirements identified in Section 23. › All projects must be completed within a two-year timeframe.

23 Grant Agreements and Reporting

Awarding of funding to successful applicants will be conditional upon finalization of a grant agreement that sets out the terms and conditions of the funding. The program reserves the right to award partial contributions of the total funding request.

Grant agreements will require that the applicants follow the program guidelines and requirements, including submitting progress and financial reporting documents. Funding recipients will be required to submit progress reports and a final report that outlines the project's performance and outcomes. Further details on such requirements will be provided to successful applicants.

Failure to meet the requirements of the grant agreement could result in the requirement for the repayment of funding to the program, and disqualify the funding recipient from further applications to the program.

24 Audits and Site Visits

Funding recipients may be subject to audit or site inspections at any time during the term of the funding agreement and for up to three years following the distribution of the program funds to the recipient, so the Province can examine project progress and documentation.

25 Events and Communications

The grant agreement may require the following:

- › The Ministry of Forests, Lands, Natural Resource Operations and Rural Development be kept informed about promotional activities related to the project, with a minimum notice period before public materials are distributed or events held.
- › The Government of British Columbia and the Ministry of Forests, Lands, Natural Resource Operations and Rural Development be acknowledged in project communications, events and signage.
- › Consent to the Province to publish project details in reports and in promotion of the program (on websites and in public materials).

26 Freedom of Information

Applications submitted under the program are subject to the *Freedom of Information and Protection of Privacy Act*. The information being collected is for the purpose of administering the program and will be used for the purpose of evaluating eligibility under the program.

27 Conflict of Interest/Confidentiality

All documents received by the program will be treated as confidential. Program staff will uphold the standards for conflict of interest and confidentiality required by all B.C. public service employees.

28 Application Support

If you have a question that is not addressed in this program guide or the website (gov.bc.ca/ruraldividend), support is available from program staff at ruraldividend@gov.bc.ca or by calling 250-356-7950.



Ministry of
Forests, Lands, Natural
Resource Operations
and Rural Development

Contact Information

Rural Dividend Program

PHONE: 250-356-7950 (Victoria)

EMAIL: ruraldividend@gov.bc.ca

WEBSITE: gov.bc.ca/ruraldividend

Lisa Clark

From: John MacDonald
Sent: May 23, 2019 7:16 PM
To: Lisa Clark
Subject: Fwd: Invitation to Join Fellow Local Governments in CCSPI

I think this is something we could discuss at the COW, please put on COW for discussion, we can talk next week about the COW

JOHN

Sent from my iPhone

Begin forwarded message:

From: Bethany Schmidt <bschmidt@scalecollaborative.ca>
Date: May 23, 2019 at 3:35:31 PM PDT
To: Bethany Schmidt <bschmidt@scalecollaborative.ca>
Subject: Invitation to Join Fellow Local Governments in CCSPI

Good Afternoon,

Did you know that the Coastal Communities Social Procurement Initiative has 14 local government members already? As a local government in the region, you are invited to join and gain access to the training, consultation, and resources you need to develop in-house tools and skills to implement social procurement.

As you may know, social procurement is becoming a best practice for purchasers to integrate social value and outcomes within local communities. As a member of CCSPI, you will have access to social procurement experts who can help you make your next procurement project a success.

CCSPI members enjoy a variety of benefits, including:

- In-person training
- Members-only content and webinars
- Access online social procurement training
- Monthly community of practice calls
- Access resources and procurement examples
- One-on-one consultation with procurement experts

Learn more at www.ccspi.ca

Contact Mayor Josie Osborne at osborne@tofino.ca to become a member. The membership cost for CCSPI for the two-year initiative is equal to two years of AVICC dues.

We would love to hear from you and learn more about your needs around capacity building for social procurement.

If you have any questions about the initiative, feel free to also contact myself, Beth, the project coordinator and I am happy to have a phone call to discuss further. But act fast, initial training and education sessions are coming up quickly!

Kind Regards,
Bethany Schmidt

Project Coordinator, CCSPI

Village of Sayward

Daycare Proposal

Wesley Cragg
May, 2019

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EXECUTIVE SUMMARY

The Village of Sayward and its neighbors', The Valley of Sayward has seen a recent transformative process of a change in demographics. In 2011, when the last commissioned study was undertaken, in the Vaanstruth report, 55% of the total population of the Village of Sayward was aged 55+, contrasted to only 17% of the entire population aged 25 and under. The remaining 28% were between the ages of 26 and 54 years of age.

Although we have not yet completed a recent commissioned census showing current trends, more families are moving into the area and all evidence points towards an exodus from metropolis areas that have become financially unaffordable.

It is a given that British Columbia real estate prices will continue to stay on par, thus places like Sayward will continue to be looked at as a potential homestead community from those not only from the lower parts of Vancouver Island but also those from the Lower mainland and Fraser Valley and beyond.

As highlighted in the Vaanstruth report, for a town of our limited size, we have amazing amenities of which to build upon. We have an intergenerational recreation centre with a pool for all ages. We have a police station, a volunteer fire department with 2 stations, an ambulance station, a medical clinic and soon a brand new library! The past councils of the Village of Sayward have done very well by this community!

We have a wondrous opportunity that will add another cornerstone to our growing community. The Village of Sayward currently has a wondrous opportunity to build a new, licensed daycare facility that is currently unavailable in our community.

Then new community daycare will enhance our current amenities and provide a much bigger enticement for new families considering a move from the Lower Mainland, or South Vancouver Island, or immigrants from another country.

New population has an added benefit of growth and commerce and opportunities. It's a common business formula of, "Supply and Demand". The more people in an area create a greater demand for products and services. That demand creates business opportunities to supply those products and services.

While we can acknowledge Sayward will never grow large enough to warrant large city amenities, we can grow just big enough to get smaller retail stores like Home Hardware, IGA or Thrifty Foods, a bowling alley, coffee shops, a dentist, a credit union and other smaller amenities that will service our growing community in the decades to come.

INTRODUCTION

There is an opportunity made possible by the BC Provincial Government under a new childcare strategy entitled, "The Childcare BC New Spaces Fund".

"The Childcare BC New Spaces Fund replaces the Major Capital Funding program, which funded capital costs for new or expanded child care facilities. The New Spaces Fund will support the creation of up to 22,000 new licensed child care spaces through an investment of \$221 million over three years – the single-largest investment to improve access to child care in B.C. history."

This new spaces fund has provided the Village of Sayward with a never before chance for opportunity, to build and staff a licensed daycare facility, with up to \$1 Million dollars, at no cost to taxpayers!

A community daycare would benefit our community in the following ways:

- Would generate a greater sense of community.
- Would greatly enhance our community's inclusive atmosphere.
- Would make our Recreation Centre into a greater Community Hub.
- Would give Sayward and the surrounding areas and adjacent communities a fully licensed daycare facility with ECE designated workers, proficient in infant/toddler and special needs training.
- Would give meaningful education and employment to women and minorities within our community.
- Would give the option of choice for parents to go back to work full or part time.
- Would give meaningful employment to our construction and trades and labour within our Village and the surrounding areas, as the facility gets built.
- Would positively impact our carbon emissions with the construction of a "green" facility.
- Would enhance our "intergenerational" relationships within our community.
- Would make Sayward an attractive place to raise a family for newcomers and immigrants to our community.

I could go on and on with about 20 such examples but I suppose the bottom line to all of it is this: **It is something good for our community!**

Every community, whether big or small has energy. Positive communities promote volunteerism, good neighbours, community relations, activism, better overall health and vibrancy. This program would slingshot all of the above for our community like a rocket into space and I am truly excited about that!

DESIGN AND STRUCTURE

To maximize our grant funding under the BC New Spaces Fund, our daycare should have an infant/toddler designation.

The Provincial requirements for an infant/toddler designation must include 2 separate rooms for sleeping and/or napping. There must be one separate room for infants and one separate room for toddlers. In addition, there needs to be multiple bathrooms (1 for every 10 kids) and required outside play areas.

I am in the process of coordinating a basic design with the help of a friend, who has her ECE designation for over a decade and currently works at Parasol Kids daycare www.parasolkids.ca.

Parasol kids is a modern daycare facility in Kamloops and I will soon be in touch with the Administrator of the program, who hold a Bachelors Degree in Education as well as 2 Masters Degrees in Business management and Education. She is also a trained Montessori Teacher through Western Montessori teachers of Western Canada.

it is my hope that we can construct a good program and design that will shape exactly how many kids we can/should accommodate as well as the basic structure that we need to engineer and how many members of our community we need to put through school and in what courses (if we go with that option).

However, despite whichever version gets decided upon, a main component of every design will be based on the following criteria for a fully licensed and regulated daycare that is compatible with the BC New Spaces priority list of criteria, as listed in their program guide, Section 2-Priority Areas, which are as follows:

- Creation of licensed Infant/Toddler (0-36 month) AND/OR licensed Group Care (30 Months to school age).
- Creation of spaces by Public Sector (Sayward Futures), Local Governments (VOS), Band/Tribal Councils (Komox).
- Creation of spaces on school grounds.
- Spaces serving low income families.
- Spaces serving children that require extra support (special needs, kids with a designation, kids with a disability).
- Spaces serving indigenous communities.
- Spaces serving landed immigrants AND/OR refugees.
- Spaces serving young parents (25 years and younger).
- Spaces offered outside of core business hours (evenings, weekends, early mornings and holidays).

I have identified 4 basic locations for construction of the new daycare facility and it will be up to the council and the community to determine which version gets built.

Option 1

Place the daycare inside the school.

Pro

- The school is a place of children and learning.
- The afterschool care is in the same building, no transportation required.
- There is room available.
- The costs to transform are classroom is less.
- The school board will be inclined to approve the usage.

Con

- Riskier construction as the school board gets involved, costs could escalate.
- The daycare design may not be compatible with the rectangle classroom configuration.
- The school may increase in enrollment so much that it needs the space back, putting the Village on the hook financially for the cost of the grant.
- School children are loud and may disrupt the daycare "naptime".
- There is no side benefit to our local trades and labour workforce.

Option 2

Build a new detached building.

Pro

- New construction is less complicated than an addition or renovation.
- New construction has much less financial risk than renovations/additions to keep a project on budget (eg: a reno with asbestos discovered).
- New construction has warranties on workmanship.
- New development is a sign of progress and Village enhancement.
- Insurance and Bonds are much easier to attain on new construction.
- Build anywhere you want inside Village property.

Con

- Land is used that could be for future commercial developments.
- DCC's increase to provide sewer and water hookup.
- Does nothing to refurbish/renovate/upgrade the Kelsey Centre's building, which includes HVAC, Plumbing and Electrical.
- Will not provide the Kelsey Centre with Green Energy implementation to reduce our Carbon Footprint.
- Will not add any additional space onto the Kelsey Centre.

Option 3

Renovate the Kelsey Centre with an addition.

Pro

- Renovates and upgrades the aged HVAC, Plumbing and Electrical on the BC Governments dime (I believe the breaker kicks off when 2 stoves are running and someone starts the microwave).
- Adds a Green Energy component to the Kelsey Centre to reduce our Village's Carbon Footprint.
- Reduces our financial burden for heating, hydro, fuel and others.
- Allows the daycare kids full access to our gymnasium, (and possibly the pool) which is great in the rainy days!
- Adds another kitchen to our Kelsey Centre in an emergency situation.
- Opens up our Kelsey Centre full-time, year-round.
- Adds additional space onto the Kelsey Centre

Con

- Additions and Renovations add a negative surprise component to construction (eg: asbestos).
- Harder to get proper insurance and bonding for an addition and/or renovation project.
- Construction may disrupt the Kelsey Centre schedules.
- Additions and Renovations sometimes have leakage and/or other compatibility issues.

Option 4

Build a new semi-detached building (new building that is formally joined via walkway/tunnel/hallway) adjacent to the Kelsey Centre.

Pro

- It's still a newly constructed building.
- New construction is less complicated than an addition or renovation.
- New construction has much less financial risk than renovations/additions to keep a project on budget (eg: a reno with asbestos discovered).
- New construction has warranties on workmanship.
- New development is a sign of progress and Village enhancement.
- Insurance and Bonds are much easier to attain on new construction.
- The risk of negative surprises are only on the attached portion of the walkway/hallway.

Con

- Land is used that could be for future commercial developments.
- DCC's increase to provide sewer and water hookup.
- Does nothing to refurbish/renovate/upgrade the Kelsey Centre's building, which includes HVAC, Plumbing and Electrical.
- Will not provide the Kelsey Centre with Green Energy implementation to reduce our Carbon Footprint.
- Will not add any additional space onto the Kelsey Centre.

STAFFING

Staffing will be an initial challenge but the ultimate goal is to set up a program to employ our local Sayward residents as teachers in our new daycare program.

To achieve this goal, we will need to work with the facilitator of the BC New Spaces Fund to venture a co-operative agreement with the Ministry for Children and Families for access to their grant program entitled, "Start-Up Grant for Becoming a Licensed Child Care Facility".

The Grant Program is two-fold and along with the BC New Spaces Fund, there is deadline to apply and funding is based solely on the number of spaces being created.

- Child Care Operating Funding (CCOF)
- Child care Fee Reduction Initiative

The CCOF can be used to cover expenses related to becoming licensed such as:

- Paying fees to complete training or course work.
- Hiring replacement staff to ensure coverage while students undertake training and/or course work.
- Paying all required application fees (licensing, rezoning, etc.).
- Buying equipment for the child care facility.

LICENSING

There are 4 basic licenses for a child care facility operator.

- 1) Registered License-Not-Required (RLNR) child care provider in good standing with the local Child Care Resource and Referral (CCRR) office (someone with a membership).
The RLNR allows 2 children or a sibling group, other than the care provider's own children. Registered with the Child Care Resource & Referral Program (birth up to and including age 12)
- 2) An existing Licence-Not-Required (LNR) child care provider.
The LNR allows: 2 children or a sibling group, other than the care provider's own children (birth up to and including age 12)
- 3) An Early Childhood Educator (ECE) with a valid ECE certificate in good standing with the ECE Registry.
- 4) A Responsible Adult having completed the required 20 hours of required training.
A responsible adult is a person who is 19 years of age, has completed at least 20 hours of training, has experience working with children, and can provide care and mature guidance to children.

For our community daycare, we are only interested in those who have their ECE designation and higher. The responsible adult is a complimentary position within a daycare that allows for a greater number of children to be enrolled in the facility.

We, as the VOS or Sayward Futures Society have 2 main options for the method of training and/or employing Sayward residents. Each option has their unique Pro's and Con's.

Option 1

Submit an application as the VOS or Sayward Futures Society as a group and send a handful of students to get training under an employment contract, that requires full repayment of course fees should they drop out of the course, fail their educational requirements, get kicked out of the course and/or fail to meet the 2 year employment term of their contract.

The Ministry will send the VOS or Sayward Futures the grant funds and we in turn will allocate those funds back to the Educational facility as a group.

Pro

- We control the applicants who we send and thus the quality of applicants we wish to employ to look after children in our community.
- We have a contract of reimbursement at our disposal. So risk is somewhat mitigated.
- We have a semi-guaranteed length of employment term of 2 years for long-term stability.
- If a student reneges or fails on their contract, we can use the returned funds to send an alternate and/or replacement for training at no cost to the VOS or Sayward Futures.

Con

- A student can default from their contract by declaring bankruptcy and/or credit insolvency.

Option 2

Have any and all interested parties submit their own application to the BC Ministry and should their grant be approved, we can hire based on graduation requirements just like any other applicant for a job.

Pro

- The student controls their own destiny.
- If the student defaults on their obligations, it's between them and the BC Government.
- We have flexibility of whom we hire like any regular job posting, we don't have to hire the graduates simply because they are from Sayward.

Con

- We will not have a guarantee of employment length. The student can take their training and move and/or work in another community, leaving us scrambling for staff.
- We will not control the types of applicants that graduate. There is not many ECE certified teachers on North Island so if we have slimmer pickings on the graduates and those who are currently licensed.
- The graduates can open up their own private daycare in our community, potentially leaving Sayward on the hook for repayment of funds granted by the BC New Spaces Fund.
- If the student fails and/or drops out, the VOS or Sayward Futures will be left short-changed because we will be at the mercy of availability and interest from other, independent members of the community to apply on their own.

FUNDING

Applicants can receive:

- Up to \$4000 to become licensed family child care providers (to provide care for up to 7 children).
- Up to \$4500 to become licensed in-home multi-aged child care providers (to provide care for up to 8 children). **This stream is not applicable to the VOS or Sayward Futures, only to those who wish to operate their own, private daycare and thus if a VOS resident who wishes for this program can apply to the BC Government on their own agenda as an individual**.

GREEN ENERGY

In addition to creating a new community daycare and all of the additional benefits of local employment in trades, labour and education, it is my goal to use this opportunity to supplement this project with a “Green Energy” makeover of our Recreation Centre, should the Village residents and Council wish to go that route.

The Village has just been tasked with a Federal Carbon Credit initiative. Having new, “Green” facilities will greatly assist our Village in meeting those goals assigned to us and although it has not been determined yet, quite possibly we can become “Carbon Neutral” or “Carbon Negative” and sell our credits to neighbouring communities.

If the building is an addition onto the rec. centre or a semi-detached structure, there is a grand opportunity to enhance the entire rec. centre’s electrical, HVAC and plumbing to accommodate the new addition or semi-detached building.

If the new daycare is a detached building, then we can still integrate green energy into the design but it does nothing to help our aging Kelsey Centre.

Likewise, if the new daycare is an integration of the school, then the school board will oversee its construction on their property and the VOS and/or Sayward Futures Society has little to no control, aside from the staffing issue.

Furthermore, all generated funds from rental of the property of the daycare will supplement the school board and they alone will decide how to allocate those funds.

Should the Kelsey Centre benefit from a green make-over, we can coordinate with MLA Claire Trevena and MP Rachel Blaney for access to grant funding from British Columbia Provincial departments like the BC Municipal Climate Leadership Council (Community Energy Association), Clean BC as well as coordination and cooperation with the Federal Government programs and services like the Canadian Climate Action Fund.

I would like a whirlwind of the 3 different funding sources to combine in a perfect storm of innovation, renovation and improvisation.

IMPLEMENTATION

This is a significant undertaking. The plan is to coordinate and balance multiple government agencies of the Provincial and Federal government.

We also need to take our own community into account with collaboration and consultation.

The recommended steps I would encourage in this process are as follows:

- 1) Provide initial report to council as an "In-Camera" report for internal discussion.
- 2) Bring the initial report to the Sayward Futures for their internal discussion and evaluation.
- 3) Modify report as required from internal discussions with council and SFS.
- 4) Present completed initial report to Village residents at Regular Council.
- 5) Hold a special meeting with local trades and labour to get their input on report and recommendations.
- 6) Modify report as required from internal discussions with the trades and technical.
- 7) Present fully modified report back to Council and SFS for review and submission to the CAO.
- 8) CAO to consult engineering and provide final recommendations of report to both Council and SFS at an "In-Camera" meeting.
- 9) Adoption of final preparation of plan and completed application to all applicable branches of Government for approval.
- 10) Once funds are approved by Government, CAO to get all levels of trades and engineering to provide adequate insurance bonds (as per recommendation from Council) on project and submit copies of those bonds to council for review and examination before project is approved.
- 11) Once bonds are secured and project is adequately Risk Managed by Bonds, get shovels in the ground immediately, as agreed to in Step #5 with the local trades and labour.

CONCLUSION

As with every strategy proposed, there will be vocal opposition.

I suspect a main argument to be used by those in opposition will be a need vs want argument, whereby members of the community may advise we do not need a community daycare as there isn't a need that cannot be currently served by the various members of the community currently.

I would argue that a visionary plan is a plan that is not reactionary in nature but proactive in design.

We have done a survey in the past that yielded negative results of the need for a daycare. However, that survey is a "current" need for daycare. What about 5 years from now? 10 years? 15 years?

How much will the Village and Valley grow in that time? Will we continue to have 350 residents in the next 15 years or will we have 2000 residents? As stated in my opening, BC real estate prices will stay on par or continue to climb. That is a given. People WILL come here to settle. Progress will be made and new housing will be built.

Aside from the anticipated population increases, there is a human factor to consider. The current divorce rate in Canada is peaking at around 40%. That is sadly even high in non-married relationships.

Child custody issues, back to work issues, mental breakdown and economic collapse are all very clearly documented as a negative consequence of divorce and separation.

Today, a member of this community may be living in a happy marriage and have no need for a community daycare. What about a year from now? 2 years from now? 5 years from now?

When there is little to no option for community support in the form of a daycare or other social services, it in essence takes away the choices of the ones who need it the most.

Having a daycare and other social services greatly empowers members of our society and will thusly improve our community, not specifically for today but for tomorrow and the next 15 years down the road.

Wes Cragg C.A.I.B.
Councillor,
Village of Sayward

Lisa Clark

From: Kirby, Michelle MCF:EX <Michelle.Kirby@gov.bc.ca>
Sent: May 06, 2019 3:28 PM
To: Wes Cragg
Cc: 'Sayward Futures'; John MacDonald; Paul Carver; andrea.cragg@flightcentre.ca; SUE POULSEN; Lisa Clark
Subject: RE: BC New Childcare Spaces Fund

Thanks Wes! Hoping your Council is supportive.

I'll be up in Williams Lake on Wednesday, so in and out of meetings/presenting, but happy to take a call if I am free.

Thanks,

Michelle

From: Wes Cragg [mailto:wes.cragg@saywardvalley.ca]
Sent: Monday, May 6, 2019 3:24 PM
To: Kirby, Michelle MCF:EX
Cc: 'Sayward Futures'; John MacDonald; Paul Carver; andrea.cragg@flightcentre.ca; SUE POULSEN; Lisa Clark
Subject: Re: BC New Childcare Spaces Fund

Welcome back Michelle,

I hope it was a good visit with your family. :)

I have completed my preliminary report to Council on the BC New Spaces Fund and will submit it at our next council meeting on Tuesday as a late item to our agenda.

I wholeheartedly expect good things to come from the Council and I will give you a shout on Wednesday morning with what I hope will be good news!

I really appreciate the information contained in your e-mail as well as the ECEBC Bursery Program link. I saw that from my research but its great that the rest of the Council and the SFS Executive can click on it and gain valuable information as well. Your information will really help with the meeting!

All the best,

Wes Cragg
Councillor,
Village of Sayward

From: Kirby, Michelle MCF:EX <Michelle.Kirby@gov.bc.ca>
Sent: Thursday, May 2, 2019 12:41 PM
To: Wes Cragg

Cc: 'Sayward Futures'; John MacDonald; Paul Carver; andrea.cragg@flightcentre.ca; SUE POULSEN; Lisa Clark
Subject: RE: BC New Childcare Spaces Fund

Hi Wes,

I'm back in the office today, so happy to chat today or tomorrow if you're available.

The Childcare BC New Spaces Fund prioritizes local government, school districts, and First Nations to help us reach our goal of building 22,000 child care spaces across BC.

As you're aware, the highlights of the funding program:

- Unprecedented 100% provincial funding program – no need for matching funds from the local government
- Up to \$1 million per facility for public-sector applicants – requires a 15 year commitment to operate child care
- Application process for the Childcare BC New Spaces Fund is open continuously - no arbitrary deadline, so apply when you're ready

Here's the link to the Childcare BC New Spaces Fund Guidelines, and here's the list of eligible costs under the program:

Eligible project costs for the New Spaces Fund include:

Direct costs related to development and implementation of the project.

- Consulting services, including:
 - Project management;
 - Design/engineering costs;
 - Business planning development; and
 - Project-related professional fees (e.g. architectural)
- Infrastructure costs (e.g. water/sewer/road/sidewalk)
- Feasibility studies related directly to the project
- GST and PST
- Training activities as part of the eligible project or to support the project (i.e. WHMIS, Food Safe, First Aid etc. if applicable)
- Capital purchases that are essential to project implementation, including:
 - Office equipment;
 - New or updated software/technology required to run child care operations;
 - Large appliances (e.g. fridge, stove, dishwasher etc.)
 - Furniture and equipment (e.g. change tables, strollers, room dividers)
 - Buses, vans (transport for childcare purposes)
 - Fixtures and equipment required by fire regulations (e.g. fire alarms, exit signs, fire extinguishers)
 - Permanently installed equipment (e.g. whiteboards/bulletin boards, cubbies, lighting fixtures, washrooms dividers)
 - Large educational materials (e.g. sand/water tables, art easels)
 - Dramatic play furniture (e.g. activity tables, Indigenous drums/drumming logs, child-size sink/stove/fridge/work bench)
 - Housewares (e.g. pots/pans, dishes, flatware, brooms, garbage cans, diaper disposal units)
 - Indoor play structures (e.g. climbers, tunnels, mats, cushions)
 - Permanent outdoor equipment (e.g. fencing, covered entrance, outdoor playground prep)
 - Outdoor play equipment (e.g. nature-based landscaping, climbers, basketball hoop, wheeled toys)
 - Accessibility equipment (e.g. wheelchair ramps, lifts, accessible playground equipment, automated doors, modified bathroom equipment)
- Equipment or other capital costs where no building, renovation, or site development costs were incurred, if the equipment is required in order to:
 - Allow the facility to become licensed under the Community Care and Assisted Living Act and the Child Care Licensing Regulation;
 - Allow the facility to become operational; or

- Create new spaces in an existing facility, and ensure those new spaces are compliant with the Community Care and Assisted Living Act and the Child Care Licensing Regulation.

Please share the ECEBC Bursary program with anyone in your community that might be interested. It offers up to \$4000/semester for new students, and \$5000/semester for ECE Assistants, Responsible Adults, and Early Childhood Educators who want to upgrade their certifications. Encourage anyone that you think might be a good fit to look into this funding, so you have good qualified staff in your community, if and when it comes time to expand into full time child care.

Let me know if you need any other information, or you'd like to talk over any aspects of the funding or application process.

Thanks,

Michelle Kirby

Senior Manager, Partnerships and Engagement
Child Care Capital and Community Services
Early Years and Inclusion Division
Ministry of Children and Family Development
Michelle.Kirby@gov.bc.ca
Office: 778-698-2215
Mobile: 250-896-0172

From: Wes Cragg [mailto:wes.cragg@saywardvalley.ca]

Sent: Friday, April 26, 2019 12:33 PM

To: Kirby, Michelle MCF:EX

Cc: 'Sayward Futures'; John MacDonald; Paul Carver; andrea.cragg@flightcentre.ca; SUE POULSEN; Lisa Clark

Subject: BC New Childcare Spaces Fund

Good morning Michelle,

On behalf of the Village of Sayward Council, I would like to extend my warm thanks for your presentation on the BC New Childcare Spaces Fund.

I found your presentation to be most illuminating and it gave me a great deal to take back to our Village council for digestion.

With respect, the Mayor and I have spoken about how best to proceed and we have decided that I take the lead on this project and create a business case model for council consideration.

I understand that you and my wife have spoken on the phone and had a wonderful conversation with each other, which is fantastic news. My wife is a Board Member of the Sayward Futures Society and at this juncture, the Mayor and I feel that it would be beneficial to bring them into the fold on this as it will affect both the Village of Sayward and The Sayward Valley and surrounding areas.

The Sayward Futures Society is a not-for-profit organization whose mission is to work in harmony with others to create a sound economic and positive social environment within the Sayward Valley and the Village of Sayward.

Sayward Futures operates the Wharf at Kelsey Bay (including the Sayward Tourist Center, Ocean View Gifts, and Al's Room). It also sponsors Canada Day celebrations and operates as an umbrella organization for other area groups, including the Kusam Klimb and Citizens on Patrol.

Sue Poulsen is the Board Chair of the SFS and as stated, my wife Andi Cragg is a Board Member.

Their website address is as follows:

<http://saywardfutures.ca/>

Like a few of your excellent examples of the work your agency has done in Vanderhoof (with generous aid from Integris Credit Union, Northern Development Initiative Fund, and the District of Vanderhoof) and other smaller communities, Sayward's ability to benefit from your program simply cannot be overstated.

A community daycare would benefit our community in the following ways:

- 1) Would generate a greater sense of community.
- 2) Would greatly enhance our community's inclusive atmosphere.
- 3) Would make our Recreation Centre into a greater Community Hub.
- 4) Would give Sayward and the surrounding areas and adjacent communities like Woss a fully licensed daycare facility with ECE designated workers, proficient in infant/toddler and special needs training.
- 5) Would give meaningful education and employment to women and minorities within our community.
- 6) Would give the option of choice for parents to go back to work full or part time.
- 7) Would give meaningful employment to our construction and trades and labour within our Village and the surrounding areas, as the facility gets built.
- 8) Would positively impact our carbon emissions with the construction of a "green" facility.

I could go on and on with about 20 such examples but i suppose the bottom line to all of it is this:

Its something good for our community!

Every community, whether big or small has energy. Positive communities promote volunteerism, good neighbours, community relations, activism, better overall health and vibrancy. This program would slingshot all of the above for our community like a rocket into space and I am truly excited about that!

In the coming few days, I will be presenting the Council and Sayward futures a few options for going forward and we will have a discussion on those options. I am a person who likes detailed plan's with back-up plans and back-up to those back-up's, using sound Risk Management strategy and thus I will be busy formulating my ideas for consideration.

No matter which choice we will decide to go with, a major focus will be on utilizing "green" resources and energy. In this regard, I am hoping that I can coordinate your department with other BC provincial departments like the BC Municipal Climate Leadership Council (Community Energy Association), Clean BC as well as coordination with the Federal Government programs and services like the Canadian Climate Action Fund.

Sayward has good relations with our MLA, Claire Trevena, as well as our MP, Rachael Blaney and I am certain their offices will help us coordinate access and cooperation within various departments, should that ever become an issue--which I sincerely don't think it will. Green energy is a good thing and I believe we all accept and understand that concept.

Once again, on behalf of The Village of Sayward and the Sayward Futures Society, I am very pleased to make your acquaintance and eagerly look forward to working with you.

Best Regards,

Wes Cragg
Councillor,
Village of Sayward