

VILLAGE OF SAYWARD



OFFICIAL COMMUNITY PLAN BACKGROUND REPORT

DRAFT

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TABLE OF CONTENTS

1.0	Introduction.....	1
2.0	Demographics and Population	4
2.1	Current Conditions Current	4
2.2	Key Planning Considerations.....	6
3.0	Community Participation.....	8
3.1	Current Conditions	8
3.2	Current Initiatives	11
3.3	Key Planning Consideration	12
4.0	Economic Development	14
4.1	Current Conditions	14
4.2	Current Initiatives	20
4.3	Key Planning Considerations.....	21
5.0	Physical Development and Infrastructure	22
5.1	Current Conditions	22
5.2	Current Initiatives	4
5.3	Key Planning Considerations.....	6
6.0	Housing	8
6.1	Current Conditions	8
6.2	Current Initiatives	9
6.3	Key Planning considerations.....	10
7.0	Environment	11
7.1	Current Conditions	11
7.2	Current Initiatives	14
7.3	Key Planning Considerations.....	14
8.0	Governance.....	16
8.1	Current Conditions	16
8.2	Current Initiatives	20
8.3	Key Planning Considerations.....	20

1.0 INTRODUCTION

The Village of Sayward (Sayward) is updating their Official Community Plan (OCP) to help shape the vision for Sayward's future. The first step in developing the new OCP is to determine the current conditions. Understanding the current conditions and trends will allow us to understand the gaps in knowledge and pursue a targeted approach to information gathering.

The Village of Sayward is located on the east coast of Vancouver Island, approximately 75km north of the City of Campbell River on Highway 19 within the Sayward Valley. The Village is situated at the mouth of the Salmon River, within the traditional territories of the K'ómoks First Nation, We Wai Kai First Nation, and Wei Wai Kum First Nation. The Village boundary encompasses 4.72 km² as seen in Figure 1 below. The information in this is specific to the land and people with the Village boundaries.



Figure 1 – Boundary Map of the Village of Sayward

Demographics and Population

Sayward's population has remained relatively stable over the last few census'. Sayward's median age is 57.9. Approximately 59% of the Village population is between the age of 15 and 64 and 29% of the population is over the age of 65 indicating an aging population. Of the total population, 15% identifies as Indigenous, which is over three times the Canadian average (4.9%). Most of the remaining population is primarily of European descent. Children aged 5-19 make up only 11% of the population, though this has remained relatively consistent over the last 20 years.

Community Participation

The Sayward community actively participates in over 20 community organizations. The Village provides residents many ways to gain information about the Village's activities including an active website, a monthly newsletter, the use of social media (Facebook), and advertising on various bulletin boards. The Village is committed to building a strong working relationship with K'ómoks First Nation and engaging them in various Village initiatives including the OCP update.

Economic Development

Sayward has a relatively small workforce with a workforce participation rate of 47%. In addition, approximately 26% of the income in Sayward comes from government transfers such as Old Age Pension and the Canada Pension Plan. These trends are indicative of a slightly older and retired population.

Sayward's economic activity has traditionally been centred around resource industries such as forestry and fisheries. With these industries moving to different parts of Vancouver Island, Sayward is looking for ways to strategically leverage existing economic advantages. One of these advantages is their scenic natural beauty and attractive waterfront areas. This has led to the targeted expansion of Sayward's tourism industry.

Physical Development and Infrastructure

Sayward is a relatively small municipality, covering only 4.72 km². Most properties within the municipal boundary are serviced by the Village water and sewer system. Much of the physical infrastructure in Sayward is aging and in need of replacement or repair. The water treatment system has been recently upgraded with the development of a new water treatment plant. In the summer of 2021, the Village plans to oversee the decommissioning of the Newcastle Dam and the construction of a new weir.

Housing

Single-detached houses make up 80% of the total private dwellings in Sayward. Approximately 86% of residents own their home, while 11% rent. There is a small amount of rental stock within the Village, though there is little available information regarding rental prices or rental availability.

The North Island has seen increases in housing value over the last few years. In 2019, Sayward saw an increasing of 44% in housing value, signally affordability challenges.

Environment

Sayward is characterised by its natural surrounds, including the Salmon River estuary and the view of Johnstone Strait. The Salmon River Estuary is a protected and managed by the Nature Trust of British Columbia and the Ministry of Forests, Lands, Natural Resource Operations and Rural Development.

The Village of Sayward is constantly working towards the protection of public green spaces. This includes working with K'ómoks First Nation to secure a community forest and continuing to develop a Village trail system to allow residents access to natural systems. The Village has set a goal to become a carbon neutral community. This goal has been supported by Council through funding allocation.

Governance

The Village of Sayward has a mayor and four Councillors, the most recent election took place in 2020. Council meets twice a month, on the first and third Tuesday evening, which is recorded and posted on the Village website. The Village employs three full time staff and several part time staff and offers a range of services including administrative work, recreation services, public works, sewer and water.

Municipal expenditures have steadily increased since 2012 with a notable decrease in 2020. The Village sources the majority of its revenue from government grants and transfers.

2.0 DEMOGRAPHICS AND POPULATION

The following section will identify and provide an overview of the characteristics of the people living within the Village of Sayward. Information in this section includes age distribution, household size, gender and marital status. Current demographic changes, trends and gaps in knowledge are discussed.

2.1 CURRENT CONDITIONS CURRENT

Demographics and Population

The Village of Sayward's population has remained relatively stable in the last 20 years as seen in Figure 2. The most recent Canadian census was completed in 2016, at this time, the Village's population was 311 which was a 1.9% decrease in population since the 2011 census (317).¹ Sayward is anticipated to face growth pressures due to trends in the market. These market trends will be discussed later in this report.

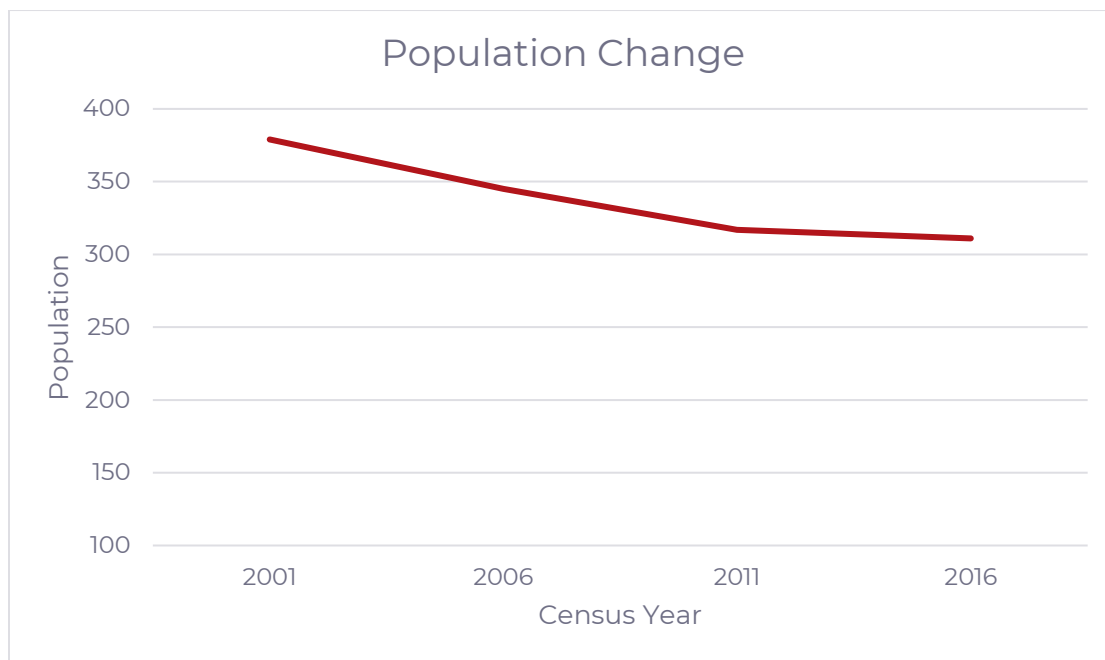


Figure 2 - Population Change (2001-2016)

The largest age cohort (59%) is between 15 and 64 years old as seen below in Figure 3. Residents 60-64 years old make 18% of the population and residents 65 and over make up 29% of the population. This age category is expected to grow in the greater Sayward area in the coming years.² Children 14 years old and younger make up 12.9% of the population.

¹ Statistics Canada. (2016). The Village of Sayward.

² Island Health, Local Health Area Profile 72 (Campbell River), 2015

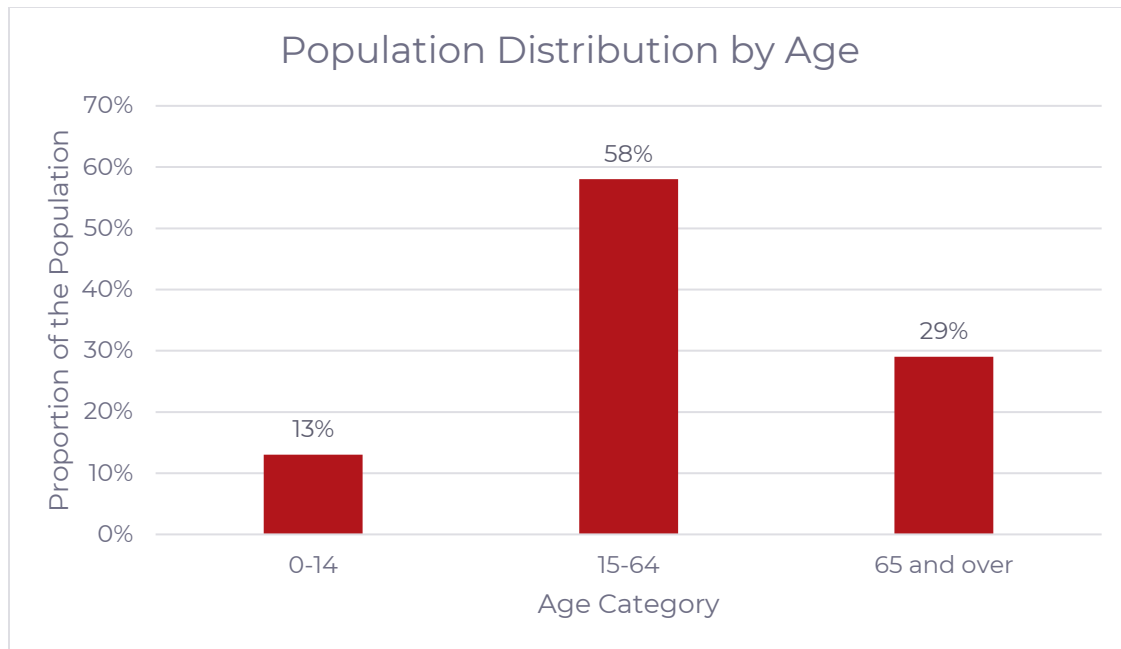


Figure 3 - Distribution of the population by age groups

Median Age

The median age in Sayward is 57.9 which is significantly higher than the Provincial median of 43 and Vancouver Island's median age of 47.8. In 2011, the median age in Sayward was 53.6, which indicates an increasingly aging population. Table 1 below identifies Sayward's median age and compares it to surrounding communities, provincial and national figures.

AREA	MEDIAN AGE
Canada	41.2
British Columbia	43
Vancouver Island	47.8
Sayward	57.9
Qualicum Beach	65.9
Campbell River	46.5
Courtenay	48.3

Table 1 - Median Age

Youth

School aged children and youth ages 5-19 make up 11% of the population. Children are served by Sayward Elementary, a Kindergarten to Grade 5 elementary school part of School District 72 (Campbell River). Sayward Elementary enrollment can be seen in Table 2 below. Grade 6 students may choose to stay at Sayward Elementary or travel to École Phoenix Middle School in Campbell River, located approximately 75 kilometers (approximately one hour) south. Older students must commute to Campbell River to attend Phoenix Middle School, Carihi or Timberline Secondary Schools; however, youth and young adults between the ages of 15-24 make up a small percentage of the community at only 6%. As demonstrated in Table 3, the school population has remained relatively stable over the last four years.

School Year	2017	2018	2019	2020
Official Headcount	45	42	47	45

Table 2 - Sayward Elementary School Enrollment

Household Size and Marital Status

The average family size in Sayward is 2.1 people, with 68.5% of the population married or living in common-law. The remaining adult residents are divorced, separated, widowed, or never married.

Ethnic Origin & Diversity

Indigenous identified residents make up 15% of the population, which is over three times the Canadian average (4.9%). Most of the remaining population is primarily of European descent. Only ten residents identified themselves as visible minorities (black).

2.2 KEY PLANNING CONSIDERATIONS

Anecdotal evidence suggests demographic changes may be occurring in the Village. Results from the community survey conducted as a part of the OCP process show that the largest portion of respondents (29%) have lived in Sayward for 5 years or less.

The demographic information provided above is based on the most recent census in 2016. The 2021 census is now underway which will allow the Village to update their demographics when the data becomes available creating a clearer picture about changes over the last 5 years.

As Sayward has a natural resource industry and is host to many vacation homes, it is possible that this section did not capture the full population such as those that live in Sayward temporarily. Further information is required to understand the amount of vacation, temporary rental stock and how this affects Sayward's economy.

Many of Sayward's residents value the elements that come with having a small population such as natural beauty, affordable housing price, safety and general peace within the Village. Respondents of the community survey indicated quality of life and outdoor recreation as the top aspects that attracted them to Sayward (Figure 4). Looking to the future, the Village of Sayward will pursue housing and infrastructure policies that accommodate growth while maintaining that small-town quality of life. Along with population growth comes service deliver and economic development, which will help to attract young families to Sayward. This will be discussed in a later section of the report.

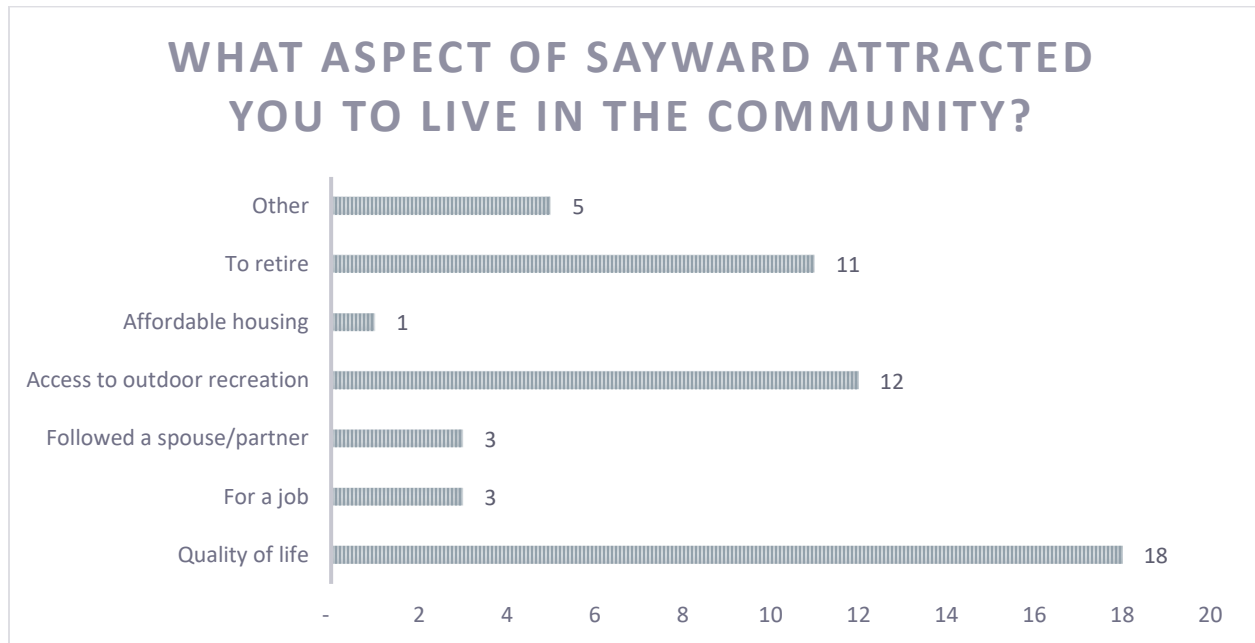


Figure 4 – Results of the community survey as a part of the OCP process.

3.0 COMMUNITY PARTICIPATION

The Sayward community appears to be relatively engaged and invested in the wellbeing of their community. The following section will identify the existing community organizations, services and events and how information is communicated to residents. This section will also identify how community engagement opportunities can be communicated to residents.

3.1 CURRENT CONDITIONS

Community Organizations

Sayward has a number of community-based services and organizations. The Village of Sayward website maintains information and directories for local businesses, organizations, and recreation facilities and opportunities. Most of the Village organizations and programs are geared towards either seniors or children. The list below is taken from the website and the newsletter:

Community Service

- Sayward Futures Society
- Royal Canadian Legion branch #147
- Sayward Community Health Society
- VI Regional Library
- Sayward Literacy Now
- Sayward Elementary Parent Advisory Council (PAC)
- Helping Hands Sewing Club
- Emergency Support Services
- Sayward Harbour Authority
- Sayward Share Shed
- Sayward Garden Club
- Tourism Committee
- AA meetings

Recreation

- Kelsey Recreation Centre
- Heritage Hall
- Sayward Fish & Game

Faith

- Sayward Christian Fellowship
- St. Bernadette's Catholic Church

Emergency & Health

- RCMP
- Sayward Volunteer Fire Department
- Sayward Primary Health Clinic
- BC Ambulance

The following provides additional information about important community organizations within Sayward:

Sayward Futures Society

The Sayward Futures Society (SFS) helps to foster positive economic and social environment within the Valley. It consists primarily of volunteers with two paid staff. SFS operates the Sayward Tourist Center, Elk Creek Campground, Ocean View Gifts, and Al's Room. Al's Room is a public community gathering place open 24/7 with books, games, tea, comfortable places to sit and a view of the dock. It has remained open during COVID-19 and is cared for by volunteers.

In addition to these services, the society organizes annual events. Popular events for the community include (but are not limited to) Canada Day celebrations and Oscar Days. The

society has also hosted a variety of fundraising events for charities including a golf tournament, chili bake-off, and auction. During the holidays the society organizes photos with Santa.

SFS also operates as an umbrella organization for other groups in the area, including the Kusam Klimb event (a 21km trail race which draws crowds from outside the region) the Tourism Committee and the Welcome Committee. In 2019 the society also started a program collaborating with local artists and the Elementary school to work with students to paint banners for the light posts around town.

Kelsey Recreation Centre

The recreation centre includes a swimming pool, gym, weight room, and multi-purpose room. There are a variety of age-friendly and parent and tot programs. Age friendly activities include open computers, carpet bowling, drop-in and dominoes. In 2020 and 2021, the Kelsey Recreation Centre was closed periodically due to COVID-19.

Sayward Elementary Parents Advisory Council

The Parents Advisory Council (PAC) provides input and advice to the school board, the principal and staff on matters relating to education and the school. The Sayward Elementary PAC is an active group, recently securing a new \$100,000 playground for the school through a province-wide competition called BCAA Play Here.

Royal Canadian Legion Branch #147

The Legion is a veteran's club, open to the entire community. They host a variety of weekly events including bingo and wing night. In addition, they host annual and holiday events for Valentine's Day and St. Patrick's Day as well as the Wounded Warriors lunch and Strawberry Festival.

Local Service Providers

The following provides information about local service providers within the Village.

Health Clinic

The Clinic is a non-profit organization offering primary and some emergency care services to residents. The nurse practitioner is able to see patients four days per week. For other healthcare services, residents must go to Campbell River.

School District 72

School District 72 extends north to Sayward and south to Oyster River and includes the outer islands of Read, Cortes, and Quadra. The School District serves 5,479 students in 17 schools with a yearly budget of approximately \$71 million. The school district serves the Sayward community by operating the Sayward School, an elementary school located within the Village of Sayward.

Sayward Harbour Authority

The Sayward Harbour Authority manages the government dock in Kelsey Bay. The dock operates on a first-come, first tie-up basis and does not accept reservations.

Vancouver Island Regional Library

The Sayward branch of the Vancouver Island Regional Library (VIRL) was opened in 1971. The library was recently replaced with a brand-new library building which opened in late 2019 with an expanded program schedule, larger collection and more study space. The library provides Sayward residents with a valuable community learning and gathering space. The Sayward branch was the first VIRL prototype branch. The VIRL plans to expand this design to a number of rural communities over the coming years.

*Community Stakeholders*Island Coastal Economic Trust (ICET)

The ICET was created by the Province of BC in 2006 to assist in economic diversification, planning and regional revitalization in the Vancouver Island and Sunshine Coast region. Operated through a community centered decision-making process, the ICET invests funds in a range of economic development and community building initiatives. The ICET has helped to fund the Village of Sayward Working Waterfront Gateway Trail, a project aimed at making Sayward a more attractive tourist destination by allowing access to the beautiful waterfront.

Nature Trust of British Columbia

The Nature Trust is a non-profit land conservation organization established in 1971. The Nature Trust acquires conservation properties around BC in attempts to conserve their natural habitat and ecosystem function. The Nature Trust acquired the Salmon River Estuary in 1978, which to date encompasses 379 hectares of conservation land.³

Western Forest Product (WFP)

WFP is a lumber company based out of Vancouver, BC with operation along the West Coast. Their operations include harvesting timber, reforestation, forest management, the manufacture and sale of lumber and wood chips and the sale of logs. WFP hold Tree Forest License 39 which covers roughly 360,000 hectares of land in close proximity to the Village of Sayward. WFP operates the Kelsey Bay Dryland log sort on property within the Village boundary, leased from Island Timberlands.

K'ómoks First Nation (KFN)

The Village of Sayward sits within the Traditional Territory of the K'ómoks First Nation, including what is now known as Kelsey Bay. KFN has lived on the land since time immemorial. Following contact, KFN people were forced south to the Comox Valley. They currently hold unoccupied reserve land within the Sayward Valley. Salmon River IR 2 is located opposite the Village of Sayward, across the Salmon River Estuary. At the time of writing, KFN is finalizing their Land-Use Plan in accordance with the Treaty process.

³ Nature Trust of British Columbia. (2021). Saving Trees, Bears and Salmon one property at a time.

3.2 CURRENT INITIATIVES

The Village of Sayward hopes to continue to prioritize communication and transparency in all aspects of their work. They hope to work on building strong co-operative relationship with all residents of Sayward. The following section outlines the ways in which the Village plans to do this.

Official Community Plan Process

Throughout the process of this OCP update, the Village of Sayward will engage with the public to develop a shared vision for the future of Sayward. This will involve multiple rounds of community engagement, open lines of communication and consistent reporting on progress. This process will be an opportunity for the Village and residents to build trust and create a productive partnership to work towards actioning the OCP.

Village of Sayward Website

Since 2007, the website has provided regular updates to the community. It is currently being redone with an expected completion during the summer of 2021. It is primarily used to communicate important local news including information about council meetings, municipal services, and events. It also includes a directory of local businesses and organizations. The information is organized into these categories:

- Municipal services
- Recreation
- Economic Development: business & services directory
- Tourism
- News and Events: including an events calendar, press releases, election notices, facility closures, council minutes, and reports

Sayward Newsletter

The newsletter is published monthly by Village staff. It is the most comprehensive communication tool used besides the website and is distributed by mail to all residents. A digital copy can also be accessed on the website.

It typically includes the following information:

- Local business advertising
- Village office hours and contact information
- Events and opportunities, including a calendar
- Facilities and services information (recycling depot, emergency phone system)
- Notice of Council meetings
- Local organization info and news
- Volunteer firefighter recruitment
- Notices from Sayward Clinic
- Schedule for recreation centre including an age friendly calendar
- Heritage Hall events
- Letters from Councillors
- Public service announcements
- Messages from residents (requests, notices, thank you's)

- The newsletter and other notices are posted on community bulletin boards located at the Village Office, the Health Clinic, Post Office, and Kelsey Recreation Centre

Village Social Media

The Village maintains a social media page on Facebook (with 619 followers). The page includes contact information and links to the Village website. It is used to post council meeting notes and recordings, news, community events, and opportunities. The page is updated frequently.

A resident led Facebook group called “Around Sayward” is also used to share local information, announcements, selling, buying or events. The group has 1655 members indicated participation from residents of the Valley and possibly other parts Vancouver Island.

3.3 KEY PLANNING CONSIDERATION

More information and anecdotal evidence from direct sources are needed to both identify and fill the gaps in knowledge to establish an exhaustive understanding of community engagement. Due to the proportionally small population of young people in Sayward, there seems to be a gap in services and activities for youth and young adults. More youth activities and programming will help to attract young families to Sayward in future years.

Respondents of the community survey indicated they primarily receive Village news from the monthly newsletter and word of mouth (Figure 5) and their preferred method to stay involved in future Village engagement is also through the monthly newsletter and attending community meetings (Figure 6).

In 2020/2021, COVID-19 has impacted the ways in which the Sayward community gathers and communicates. Most of the annual events and activities were canceled and the community was forced to stay distanced for a significant amount of time. At this time, the specific, residual and long-term impacts of COVID-19 on the community are unclear. More information is needed to understand how communication strategies, engagement, and community organizations have been affected and what, if anything, is needed to recover.

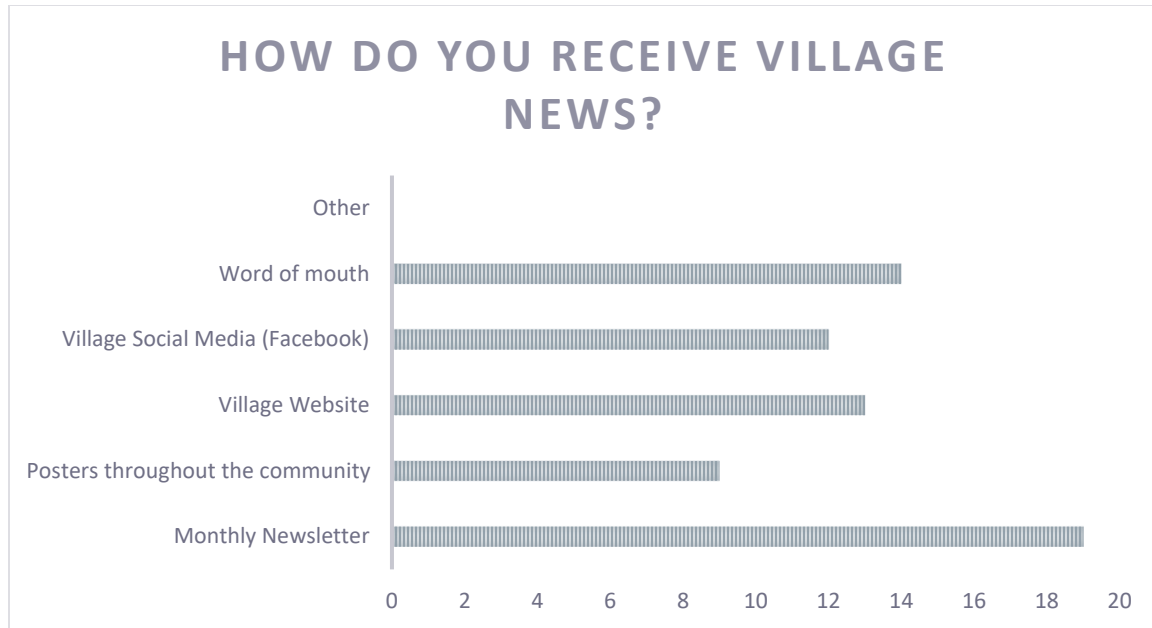


Figure 5 – Results from community survey about how they receive Village news

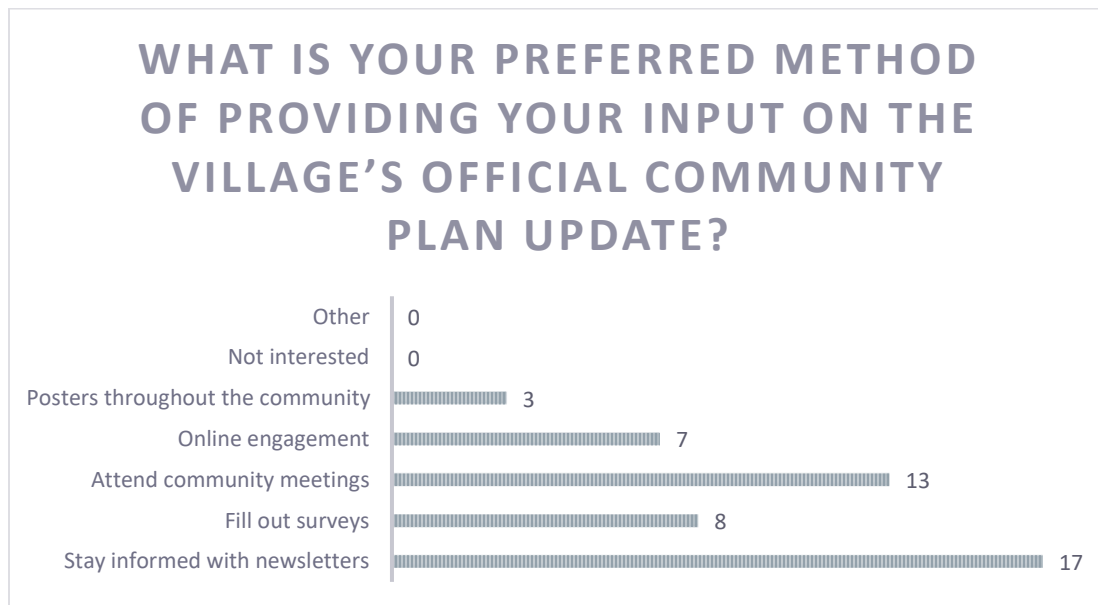


Figure 6 – Results from the community survey indicating future engagement

4.0 ECONOMIC DEVELOPMENT

Sayward faces challenges to future economic development such as an aging population, deterioration of critical infrastructure (i.e. the harbour) and natural resource industry moving to other parts of Vancouver Island. However, Sayward holds several strategic advantages that if leveraged correctly can help support future economic development opportunities including abundant natural recreation opportunities, small-town quality of life and relatively high level of public amenities.

4.1 CURRENT CONDITIONS

Forestry

Forestry has been the primary economic driver since the Village of Sayward was established in the late 1800s⁴. During the early 1900s, railway logging took place throughout the area, later replaced by logging trucks. The primary associated activities included logging, hauling and sorting, without further processing of raw logs taking place in the area. An economic downturn in the forestry sector in the 1980s and the relocation of the Eve River and Kelsey Bay logging operations to Menzies Bay (just North of Campbell River) caused economic challenges for the Sayward area. In response to these issues, the Sayward Futures Society was created in December of 2000 with the express goal of advancing the social and economic well-being for the Village of Sayward and the Sayward Valley.⁴

While there have been no major increases in forestry operations since 2000, there continues to be logging and hauling, and some log sorting activities that take place in Kelsey Bay.⁴ The log sort in Kelsey Bay is run by Western Forest Products and employs more than 30 people.⁴

Fishing and Aquaculture

There are currently two fish hatcheries in the Sayward Valley, but none in the Village itself. There has been discussion of expanding the two fish hatcheries in the Sayward Valley, increasing fish farming, and increasing fish processing facilities for more value-added fish products.⁵ There are currently fish processing facilities in Campbell River and Port Hardy. The largest perceived hurdle to expanding aquaculture is the need for harbour upgrades.

Retail and Food Services

Residents currently rely on a convenience store and farm stands for local grocery options. A recent survey as a part of the Economic Development Strategy showed a convenience store/grocery store as perceived to be the most viable business option for the Village.⁴ Village is currently seeking outside investors to create these businesses and have said they are prepared to offer as much assistance as possible to businesses wishing to establish themselves in the Village.⁵

⁴ Vannstruth Consulting. (2013). Sayward Economic Development Strategy.

⁵ Village of Sayward. (2019). 2019 Annual Report.

Tourism/Eco-tourism

The current tourism trends for northern Vancouver Island point to the area as popular for short get-away trips for Vancouver Island and Vancouver Coast and Mountains residents, who comprise 36% and 26.5% of visitors respectively.⁶ The typical visitor stays one night when passing through. Recent market data has suggested an increase in interest by residents from Courtenay and further south.

While data found that international visitors make up 11% of visitors, anecdotal evidence from local tourism operators have indicated that approximately 50% of visitors to the Village campground and gift shop on Kelsey Wharf are Europeans traveling in recreational vehicles, stopping overnight on their way north.⁶

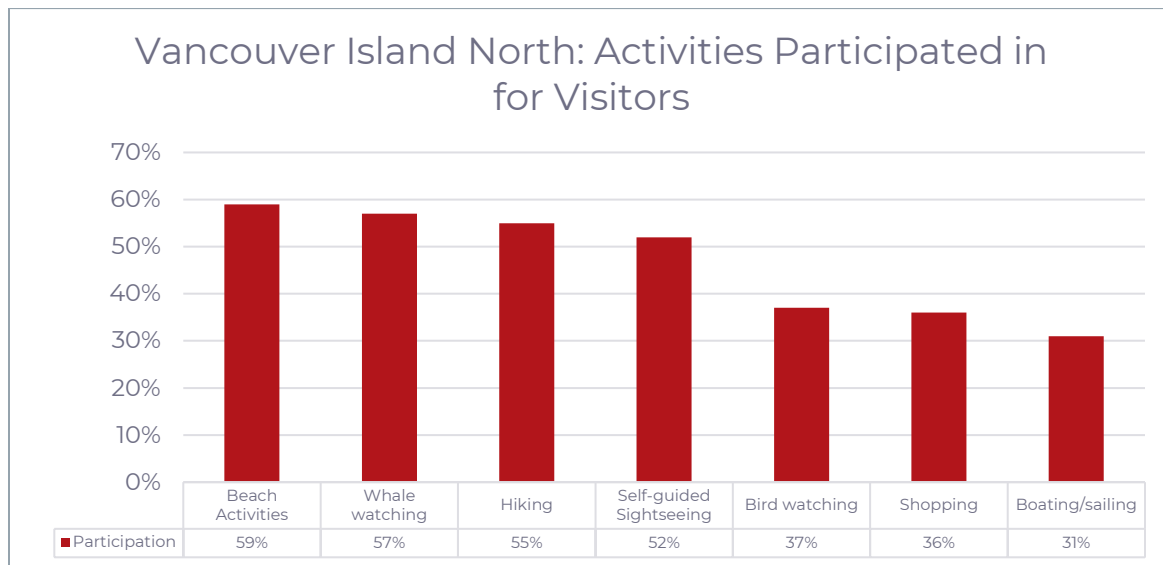


Figure 7 - Activity Participation: Tourism: Destination BC. (2017) Sayward Tourism Plan

Within northern Vancouver Island, the most popular activities, as shown above in Figure 7, are beach activities (59%) followed by Whale Watching (57%) and Hiking (55%) and Self-guided sightseeing (52%), indicating a strong interest in outdoor nature-based adventure.⁶ The interest in outdoor activities is favourable for Sayward, which boasts a beautiful landscape and access to the ocean and mountains. Visitor origins to Vancouver Island North are depicted in Figure 8 below.

⁶ Destination British Columbia. (2017). Sayward Tourism Plan - Final

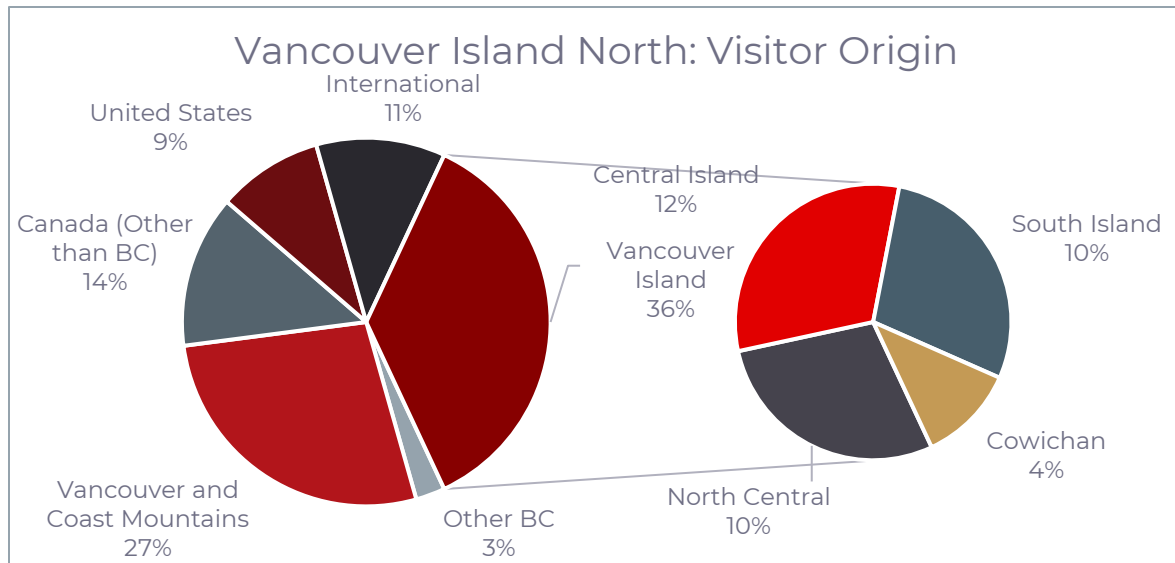


Figure 8 - Visitor Origin: Destination British Columbia. (2017). Sayward Tourism Plan - Final

Sayward is consistently looking for ways to enhance tourism in the area. Current tourism initiatives include:

- The newly opened Salmon Brewster Equine Campsites and Trail Corridor Project,
- The Kusum Klimb event: An annual running race over Mount H'Kusam that attracted over 500 participants in the last running in 2019 (the 2020 event was cancelled due to COVID-19)
- The Working Waterfront Trail Project, which completed the first phase in 2019 by creating a walking trail, an information building, observation deck, interpretive signage and rest stops for visiting Kelsey Bay, the Salmon River estuary, and the Johnstone Strait.
- The Marina Plan: To increase the moorage space and marina amenities including fuel services, public washrooms, laundry facilities and food services.
- Cycling improvements along the 11km Sayward Road by providing a paved shoulder.
- Other ongoing initiatives such as Village beautification, improving wayfinding and revitalization of the waterfront Village area.

The Village of Sayward Tourism Plan (2017) shows that for tourism to be successful, there needs to first be physical improvements in the harbour, increases in industry, the creation of cell service in the valley and the establishment of food services businesses or retail.⁶

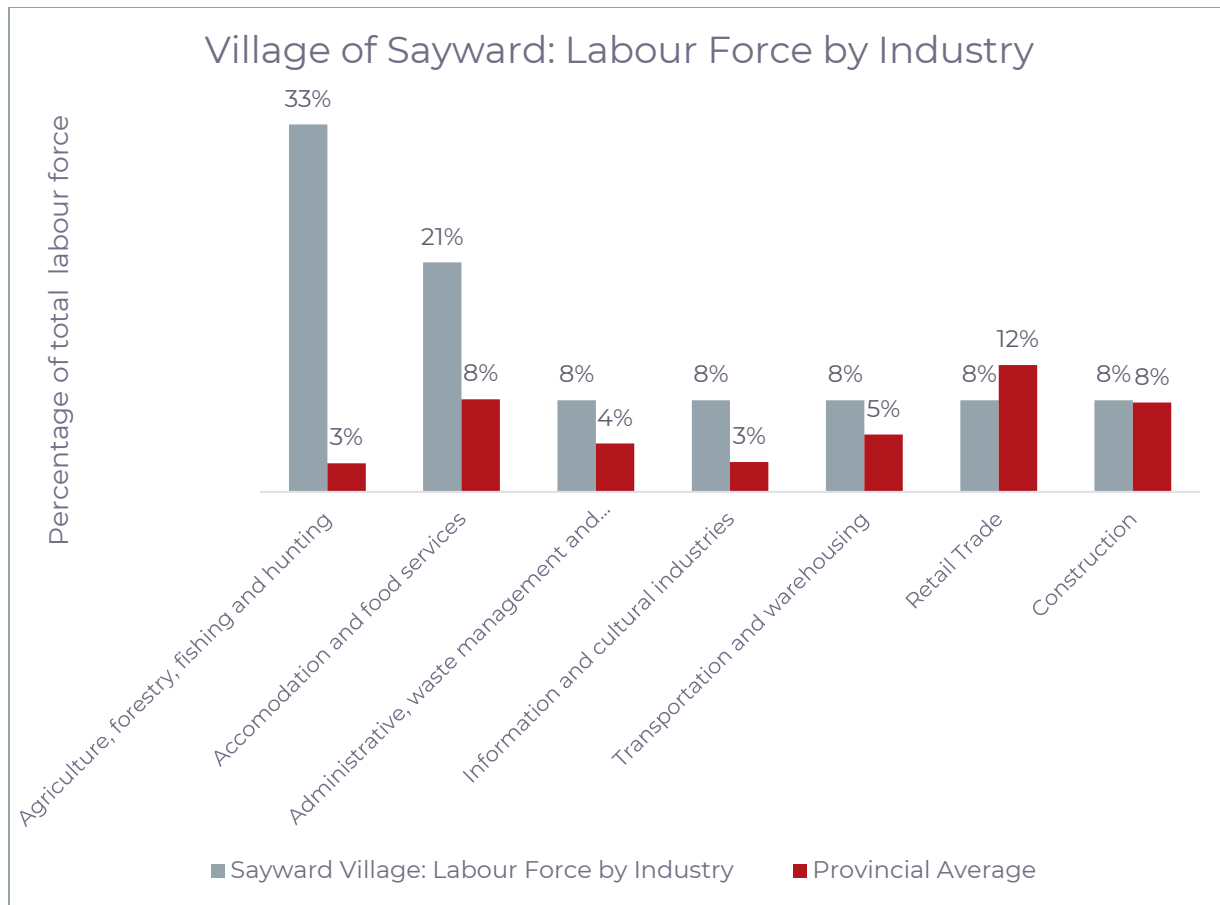


Figure 9 - Labour Force by Industry. Source: Statistics Canada, 2016 Census Data

After forestry, accommodation and food services is the second largest employer, followed by five other sectors, all tied at 8.3% employment as seen above in Figure 9.

Household Income

Sayward's median household income is \$45,056 per year. This is \$20,346 less than the Vancouver Island median household income of \$65,402 and \$24,939 less than BC's median income of \$69,995.

Approximately 60% of the income in Sayward is generated through employment, while 26% comes from government transfers (Old Age Pension, Guaranteed Income Supplement, Canada Pension Plan, child benefits, or social assistance benefits). Sayward has an employment rate of 41.2% and an unemployment rate of 12.5% which is higher than national average of 7%. As indicated by the amount of income received from pensions, this unemployment rate is largely attributed to the number of retirees residing in Sayward.

Employment

Sayward has a relatively small workforce, with only 120 workforce participants out of a total population (aged 15 years or older) of 255⁷. This represents a workforce participation rate of 47%, which is much lower than the Provincial average of 64%. A comparison in labour force status between Sayward and the Province is pictured in Figure 10 below. A survey as completed as part of the Economic Development Strategy found that the leading reasons for moving to Sayward, were “quality of life” (47%), “following family/spouse” (41%) and “to retire” (29%), while only 24% said “for work”.⁴

From the available data, it appears that Sayward is a lifestyle community rather than an employment centre. This helps to explain in part the low workforce participation.

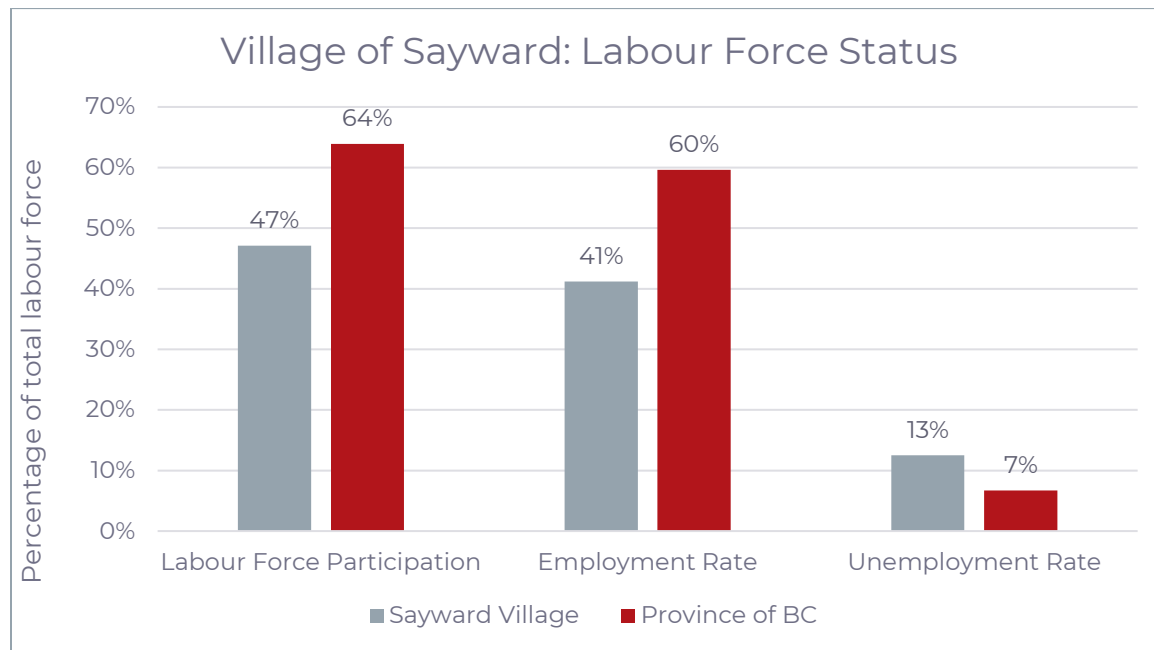


Figure 10 - Labour Force Status, Source: Statistics Canada, 2016 Census Data

Businesses

Table 3 below lists the currently active businesses in operation in the Village of Sayward as found on the Village website. In addition, the Kelsey Bay wharf, which is operated by the Sayward Futures Society, caters to summer visitors offering baked goods and refreshments. The Crossroads Pub, and the Junction Gas Station are both located outside the Village boundary about 10km south at the junction of Sayward rd. and Highway 19. While there is currently no grocery store within the Sayward Village, the gas station convenience store offers a selection of grocery items including dairy, frozen foods, fresh vegetables, and bakery items.

In addition, The Village operates a campground located in close proximity to the Kelsey Recreation Centre. It is the only municipal campground on northern Vancouver Island and features magnificent views of the ocean and mountains, promising quiet and natural stay

⁷ Statistics Canada, 2021, Census Profile: 2016 Census

right in the heart of the Village. In 2017, the Village's campground rehab project added 6 new fully serviced sites.

BUSINESS	CATEGORY	LOCATION
3D Services – Diron Design & Drafting`	Architectural, Professional Services	Sayward
Alcoholics Anonymous Meetings	Community Services	Sayward
Campbell River Family Services Crisis Line	Counseling Services	Campbell River
Cathy Luong, Insurance Advisor	Insurance	Sayward
Century 21 Arbutus Realty – Janet Scotland	Real Estate	Campbell River
D.J. Luoma Trucking	Backhoe Services, Trucking	Sayward
Delivery Mills Ltd.	Forestry, Lumber	Sayward
Dry Indoor Secure Storage	Moving and Storage	Sayward
Emergency Support Services	Community Services	Sayward
Kusam Klimb	Sports and Recreation	Sayward
Mascon	Internet Service Providers	Vanderhoof
Mid Island Co-op/Sayward Gas Bar	Automotive, Food and Beverage	Sayward
Mid Island Co-op Liquor Store	Liquor Store	Sayward
Mt H'Kusam View Lodge	Lodging	Sayward
North Island Pharmacy	Pharmacy	Campbell River
North Island Survivors' Healing Society	Counselling Services	Campbell River
Ocean View Gifts & Tourist Information Centre	Gift Shop	Sayward
Parallel 50 Realty & Property Management	Real Estate	Campbell River
Royal LePage Advance Realty	Real Estate	Campbell River
Sayward Burial Park	Cemetery, Community Services	Sayward
Sayward Christian Fellowship	Religious Organization	Sayward
Sayward Elementary School	Community Services	Sayward
Sayward Future Society	Community Services	Sayward
Sayward Harbour Authority	Community Services	Sayward
Sayward Literacy Now	Community Services	Sayward
Sayward Post Office	Community Services	Sayward
Sayward Primary Healthcare Clinic	Healthcare	Sayward
Sayward Sewing & Mending	Arts	Sayward
Sayward Share Shed	Retail and Shopping	Sayward
Sayward Valley Resort	Lodging	Sayward
St. Bernadette's Catholic Church	Religious Organization	Sayward
Stowe Creek Auto Repair	Automotive Services	Sayward
Vancouver Island Regional Library	Library	Sayward

Table 3 - Registered members of the Sayward Futures Society⁸

⁸ Village of Sayward. (n.d.). Business Directory

4.2 CURRENT INITIATIVES

Tourism Strategy (2017)⁹

The Tourism Strategy was prepared for Sayward through the Community Tourism Foundations program of Destination British Columbia. The process involved market research and local stakeholder consultation to create a clear picture of the Sayward tourism industry. The report identifies strong local commitment to developing and promoting tourism. The strategy outlines a short-term action plan that identifies 20 tactics in five areas:

1. Moving forward with existing community and related economic development and infrastructure initiatives;
2. Building a collaborative approach and a stronger community business model to developing tourism within a regional framework;
3. Exploring opportunities for product and visitor experience development on an ongoing basis;
4. Developing a stronger destination identity online and offline; and
5. Encouraging the development of strong leadership through the Tourism Committee.

Economic Development Strategy (2013)¹⁰

In 2013, the Village of Sayward commissioned the Sayward Economic Development Strategy to identify concrete steps that can be taken to improve the future economic prospects of the entire Sayward area. The Strategy identifies several strategic advantages that support future economic development opportunities and offer hope for renewed investment, increased economic activity and a revived population in the coming years.

The 2013 Economic Development Strategy identified several key areas of focus:

- Community Forest License
- Local Forestry Activity
- Harbour Improvements
- Harbour Support Services
- Industrial Support services
- Retail Services
- New Resident Attraction
- New Housing Development
- Food and Beverage Services
- Tourism Product Development
- Expanded tourism visitation.

The strategy identified a major priority for the Village was to establish locals' shops that could cater to residents and tourists, as well as local food and a local grocery store for residents.

In term of industry, the Strategy highlighted the expansion of forestry activity through complementary activities, such as the maintenance and repair of trucks and equipment in the

⁹ Destination British Columbia. (2017). Sayward Tourism Plan

¹⁰ Vannstruth Consulting. (2013). Sayward Economic Development Strategy

short-term, with the goal of establishing some value-added processing facilities for the wood products in the future. In addition, the Village of Sayward is looking to create a Sayward Community Forest, which could contribute to municipal revenue¹⁰

A survey commission within the Strategy found that 63% of respondents believed that the “state of the Sayward economy” was either worse or much worse than 5 years ago, with only 6% answering that it was better. This information puts economic development on the forefront of Sayward’s priorities through the OCP update.

4.3 KEY PLANNING CONSIDERATIONS

Current trends in tourism information are not available at a Sayward specific level. Current tourism related data comes from statistics based on a regional aggregate rather than specific communities which limits the ability to establish a firm assessment for the Sayward. In addition, the meeting minutes from the tourism committee have not been updated on their website since January of 2017, creating a gap in knowledge about recent initiatives.

The COVID-19 pandemic has had a major impact on tourism in British Columbia. Data from the BC Tourism Resiliency Network suggests a 36% loss in revenue for tourism businesses compared to this time last year, with 22% of firms recording being closed for the season.¹¹ We currently do not understand the lasting impacts of COVID-19 on the larger tourism industry and how it will limit opportunities for tourism development in Sayward.

Results of the community survey indicate a desire for more local jobs and initiatives to support local businesses. Respondents believe that local jobs will help to support young families and ultimately help support the community. While there is information about opportunities for industry to establish themselves, there is little information available about if any establishment of new industries has taken place within the Village of Sayward. This creates a gap in knowledge about newly created business or industry and their success.

The Economic Development Plan identified the Kelsey Bay Harbour as a strategic asset for the west coast commercial fishery and a high-value access point for marine tourism. Future policy should take into consideration the value of this asset and invest in maximizing use through revitalization projects.

While forestry makes up a large part of the Village economy, there has been discussion about the future of the log sort. The log sort uses a large proportion of the Village’s water supply, limiting their current capacity to support increased residential or commercial growth especially during critical summer months. The continued operations of the log sort warrants continued discussion and policy consideration to ensure a well planned industrial and residential interface with consideration to a growing population.

¹¹ Tourism Resiliency. (2021). Covid-19 Tourism Impact Report-Weeks of January 12, 2021 to February 28, 2021.

5.0 PHYSICAL DEVELOPMENT AND INFRASTRUCTURE

The state of infrastructure plays a significant role in the community's overall wellbeing. As such, infrastructure spending is a significant portion of a community's budget. The following section will outline the current conditions of the Village of Sayward's physical development and infrastructure and will review current municipal services and outline any gaps in information.

5.1 CURRENT CONDITIONS

Land Use

The Village of Sayward encompasses a total area 472 hectares of land within Sayward Valley. Its western boundary is on the flank of Newcastle Ridge, part of the Vancouver Island Mountain Range. The main part of Sayward is situated adjacent to the ocean and next to the Salmon River estuary. Much of the land base is within a floodplain making development restricted to certain areas.¹²

The Village's Zoning Bylaw identifies the following general land uses within its municipal boundary.

- Residential One (R-1)
- Residential/Commercial (RC)
- Residential/Industrial (RI)
- Rural One (RU-1)
- Rural ALR (RU-ALR)
- Commercial One (C-1)
- Commercial Two (C-2)
- Industrial One (I-1)
- Community Facility One (CF-1)
- Forest One (F-1)
- Park One (PA-1)
- Park Two (PA-2)
- Access One (AC-1)

As it stands, permitted land use in all use zones includes:

- Utility uses
- Park uses
- Ecological reserves
- Fish hatcheries
- Agricultural use excluding the keeping of livestock.
- Low impact recreation

Prohibited land uses in all zones include:

- The use of a houseboat, float home, or float camp for residential use;
- The use of an accessory building or structure for human habitation;
- Storage of waste and salvage material, except as expressly permitted elsewhere in this bylaw;
- The wrecking or storage of more than one derelict vehicle or as a junkyard, except as expressly permitted elsewhere in this bylaw.

The 2005 Official Community Plan established three Comprehensive Development Areas (CDA) to provide flexible land use opportunities for now and into the future. Development applications in any of the CDA must meet certain criteria and demonstrate compatible use with associated area and adjacent uses. The CDAs are as follows:

¹² Village of Sayward. (n.d.). Bylaw No. 309

CDA-1 – Tourism/Marine

Encompassing the entire waterfront area, is within the CDA-1 zone and is intended to provide for aquaculture, tourism, commercial and industrial marine services and recreation. The area serves as an access point to the community from the water therefore aims to remain an interesting and welcoming gateway for visitors.

CDA-2 – Tourist/Residential

CDA-2 includes the area to the west of Sayward Road. Development in this area is intended to provide mixed density residential and tourist accommodation services. Development in this zone should aim to preserve view corridors to Salmon Bay and Johnstone Strait.

CDA-3 – Industrial/Commercial

CDA-3 includes the area to the east of Sayward Road. Development in this area is currently designated for industrial and commercial uses, supporting services and recreation access. Permitted uses are light and heavy industry, aquaculture and related services, commercial, entertainment, live/work unites, and tourism services. Public access to and along the spit shall be protected as recreation access.

*Servicing*Sewer

Most properties within the Village are serviced by a sanitary sewer system, the remaining properties rely on traditional septic systems. The sewage lagoon capacity is approximately 12,750 m³, with a designed flow based on 500 people, or about 180 m³/day. As seen in below in Figure 8, the age of the sanitary sewer system ranges from 12 to 48 years old with a total identified replacement cost of \$5,172,60. Approximately 35% of the system is in poor condition with widespread signs of advanced deterioration and high probability of failure as seen in Figure 9.

Water

The community's water is sourced 100% from Newcastle Creek which has the capacity to serve a population of 350 while also currently serving the log sort. There are currently 133 residential connections and 14 other connections.¹³ As seen in Figure 9, approximately 45% of the Village's linear water assets are in poor condition with signs of advanced deterioration. Estimated replacement of 588 meters of watermain is expected to be completed by 2040.¹⁴ The Newcastle Dam is ranked as very high risk under the dam assessment done across the Province. The dam is scheduled to be dismantled and decommissioned in July 2021 and replaced with a weir.

In 2018, the Village completed construction of a new water treatment plant. The total cost of the project was \$3.37 million and was primarily funded through the Federal Gas Tax Fund with the Village contributing \$445,000. The treatment facilities include flocculation and filter processes to get rid of organic materials coupled with chlorine dosing.¹⁵

¹³ Village of Sayward. (n.d). Public Works and Engineering.

¹⁴ Village of Sayward. (2016). Asset Management Strategy.

¹⁵ Village of Sayward. (n.d). Water Treatment Facility Funding Announcement.

As a part of the OCP process, the Village water storage capacity will be examined and assessed to gain an understanding of cost and measures to accommodate future population growth.

Waste Management

The Village has a contract with Waste Management for solid waste collection which is coordinated by the regional district. Solid waste must be transported to the closest active landfill in Campbell River. The Village's Recycling Depot is located beside the community recreation centre. The Village follows policy set out in the Comox Strathcona Waste Management Strategy – 2012 Solid Waste Management Plan.¹⁶

Drainage

The Village's storm drainage system is composed of drainage pipes, culverts and catch basins. The age of the storm drainage system ranges from 6 to 48 years old with a total identified replacement cost of \$2,066,100 as seen below in Figure 11. Approximately 33% of the system is in poor condition with widespread signs of advanced deterioration as seen in Figure 12. Replacement or major refurbishment is required in the near future. The Village completed a Master Drainage Plan in 2000 that identifies watercourses inside the Village boundaries, the impacts of the settlement on the creeks and how they can be protected from existing and future land use changes. An updated Drainage Plan is currently underway with a draft expected in the coming weeks.

Asset Class	Current Age Range	Total Estimated Replacement Cost	20 Year Capital Investment	Average Annual Capital Investment (20 year)	Estimated Remaining Life Expectancy Range
Roads	42-48 yrs	\$2,262,000	\$1,508,000	\$75,400	0-24 years
Linear Water	12-48 yrs	\$3,072,900	\$1,283,000	\$64,150	2-63 years
Sanitary Sewer	12-48 yrs	\$5,172,600	\$951,300	\$47,550	0-63 years
Storm Drainage	6-48 yrs	\$2,066,100	\$594,000	\$29,700	0-69 years
Total	6-48 years	\$12,573,600	\$4,336,300	\$216,800	0-69 years

Figure 11 - Replacement costs and dates from Asset Management Strategy (2016).

¹⁶ AECOM. (2012). Comox Strathcona Waste Management – Solid Waste Management Plan.

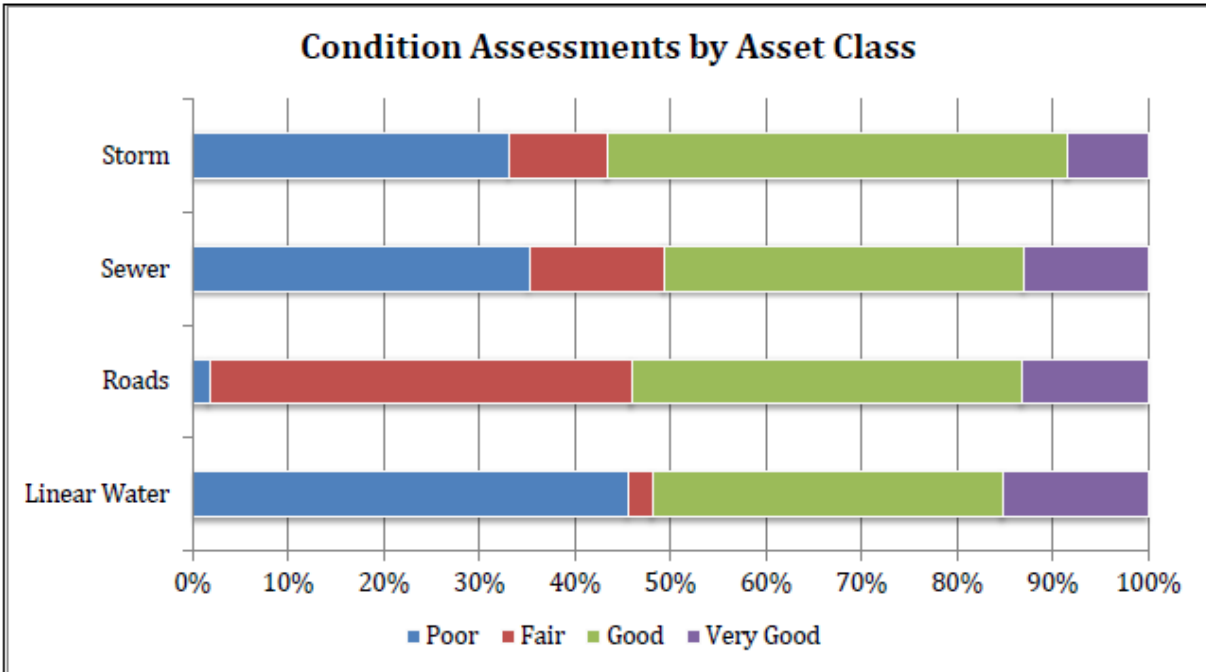


Figure 12 - Conditions assessments by asset class

Transportation¹⁷

The Village currently offers a volunteer run medical transportation programs that transports residents to and from Campbell River for medical appointments. There is currently no other form of public transportation and there are no taxis operating within Sayward. There is one official designated bike lane. Approximately 85% of the population drive to work, 15% are able to walk to work. 1/3 of employed commuters spend at least 45 minutes or more commuting each way, primarily to and from Campbell River.

The Village of Sayward recently completed the Working Waterfront Trail in 2019. This project was funded by the Island Coastal Economic Trust, BC Rural Dividend Program, and MoTI. The trail runs along the waterfront and provides recreation for residents while revitalizing the waterfront area to attract businesses and visitors.

5.2 CURRENT INITIATIVES

In 2015, the Village commissioned the Sayward Community Waterfront Need Assessment and Development Plan. This needs assessment identified the current capacity and future demand of waterfront infrastructure, services and utilities. This will help inform future waterfront development work undertaken by the Village.

In 2017, the Village developed a Working Waterfront Project Plan with the assistance of Barefoot Planning. The Plan outlines key economic drivers, and opportunities for the waterfront and takes stock of existing conditions. The result of the planning process was several goals, principles, and concept designs to guide future waterfront redevelopment. The project aims to incorporate infrastructure and land that already exists on the waterfront

¹⁷ Strathcona Community Health Network. (2019). Social Determinants of Health Fact Sheet: Sayward, Sayward Valley and Kelsey Bay.

including the Small Craft Harbour, the Sayward Futures Society wharf, Kelsey Bay Organics, and the Western Forest Products log sort, to create an experience for tourists that is memorable and exciting.¹⁸

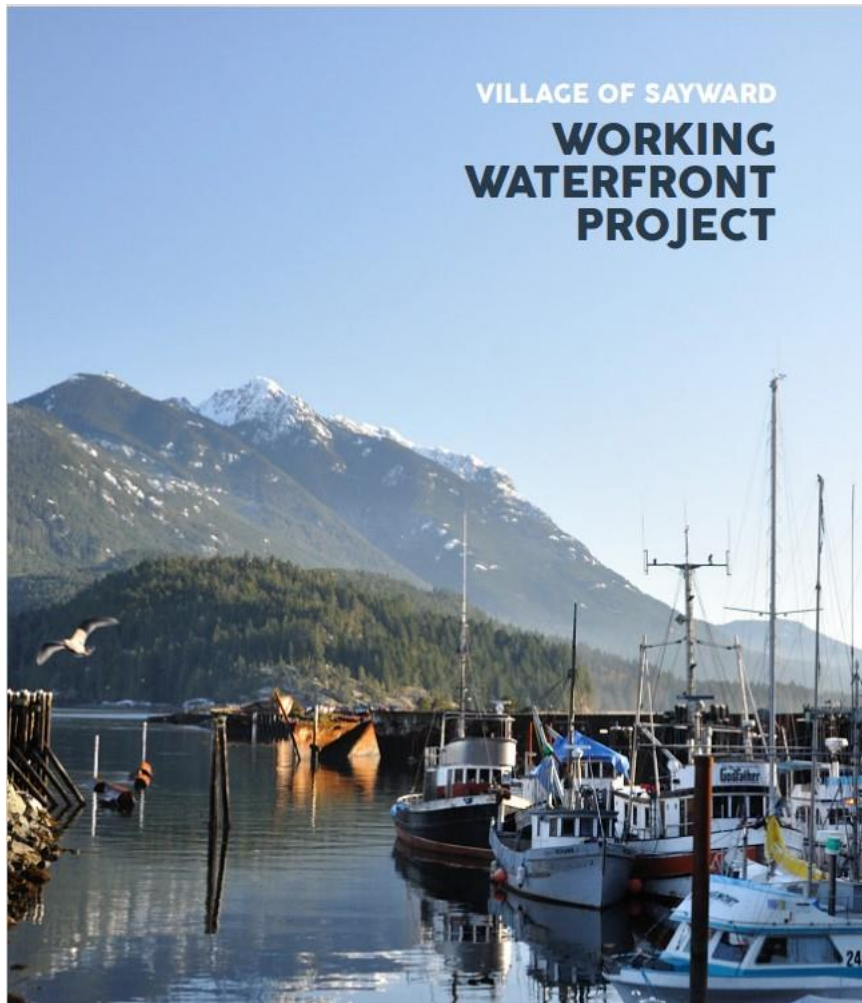


Figure 10 – Cover page of the Working Waterfront Project Plan

A result of the planning process has been the Working Waterfront Trail. The Trail connects points-of-interest along the harbour with wayfinding information and interpretive lookouts. Future work will also involve trail surfacing way finding signage, and access and safety features such as physical separation from vehicles.

The Village is consistently working to maintain important infrastructure and manage Village assets. In 2016, the Village completed an Asset Management Strategy to provide a framework of best practices to support the sustainable delivery of services. With its current revenues, the Village does not have the financial capacity to plan for the replacement of important infrastructure. The Village will continue to explore ways to fund infrastructure upgrades through grants and development financing.

¹⁸ Barefoot Planning. (2017). Working Waterfront Project.

5.3 KEY PLANNING CONSIDERATIONS

There is a large portion of privately owned land that is soon to be developed within the Village boundary. The OCP update provides an opportunity to reconsider and adjust the Village's land use planning process. Consideration and discussion will need to be held the land should be rezoned to fit a better use. The community survey gave some indication to the type of land use the community would like to see increase, decrease or stay the same as seen in Figure 13.

With much of the Village's infrastructure nearing the state of replacement or repair, the Village must consider how they will source funding to pay for the upgrades. Infrastructure spending must be either sourced from new industry, commercial development, residential development or a combination of all three. The long-term economic health is dependent on future development and growth, and the OCP is a good opportunity to create a sustainable and equitable path forward.

In addition, as Sayward grows, further information will be required to understand the capacity of municipal infrastructure to accommodate population growth. In particular, the cost and time required to upgrade the Village's water storage capacity, the sewage lagoon, and storm water infrastructure to accommodate a larger population. Policy surrounding utility master planning may help to serve as a road map to keep systems capable of servicing the community.

With increased development and future population growth, parking capacity in Kelsey Bay and key attractions throughout the Village will need to be considered. Future emphasis on active transportation may help to alleviate some of the future parking pressures.

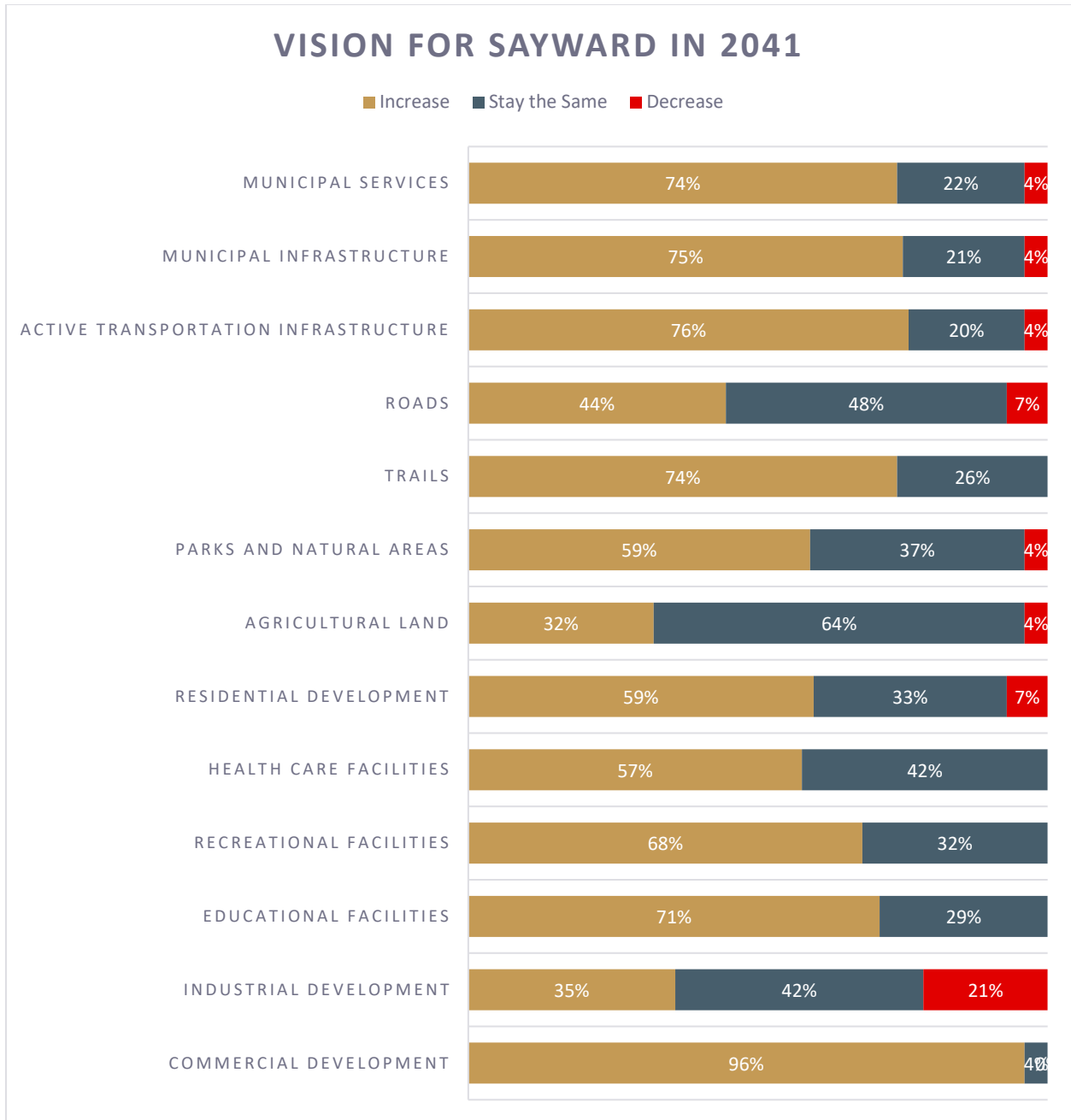


Figure 13 – Results of the community survey (land use)

6.0 HOUSING

Housing has a significant impact on the health and wellbeing of all community members. Housing affordability challenges are affecting many BC municipalities, forcing municipal governments to create policy that addresses the key issues. It is important to recognize that affordability is more than just housing costs, it is also access to employment opportunities, transportation costs and appropriate food sources. The Village of Sayward must take a proactive approach to housing affordability with a commitment to developing safe and affordable housing for all residents. The Village of Sayward's housing needs are encompassed in the Strathcona Regional District Housing Needs Assessment completed in 2018. This assessment is a comprehensive collection of quantitative data relating to current housing stock.

6.1 CURRENT CONDITIONS

Housing Stock

The Village of Sayward housing stock is comprised primarily of single-detached houses making up 80% of the total private dwellings. 86% of residents own their home, while 11% rent. Three-bedroom homes are the most common housing composition, making up 44% of the occupied private dwellings in Sayward. One-bedroom homes are the least common making up only 7.4% of the occupied private dwellings. Approximately 74% of the housing stock was built between 1961 and 1980, with only 7% built since 2001 as demonstrated in Figure 14 below.

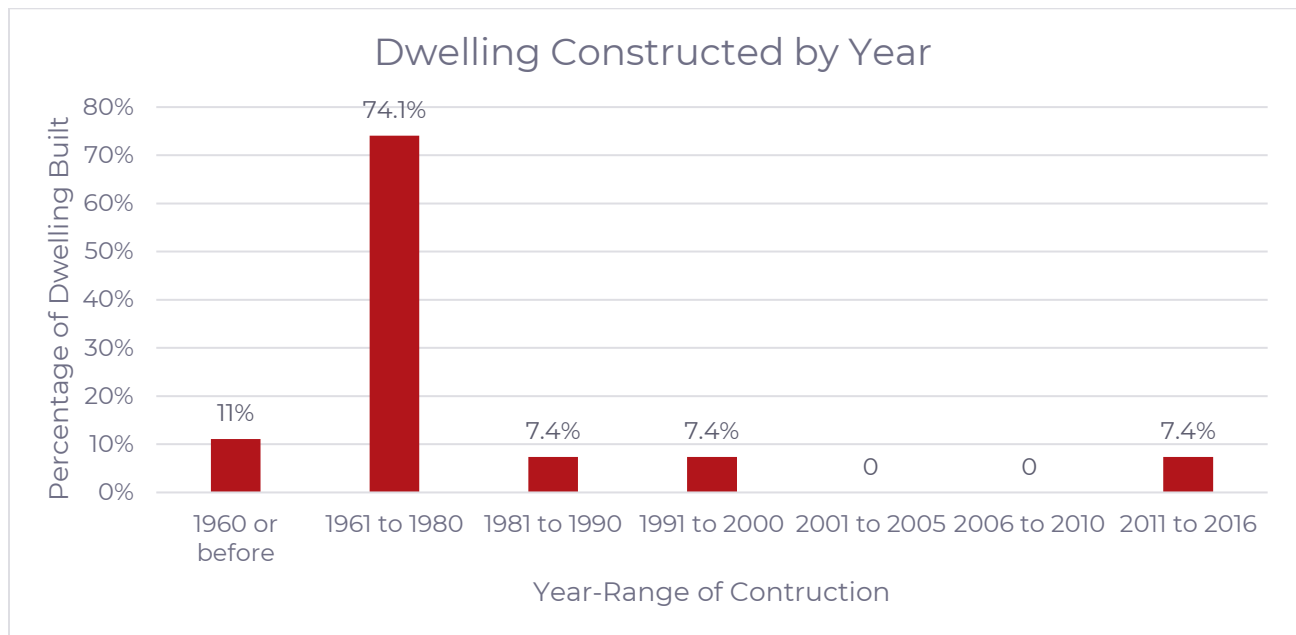


Figure 14 – Village of Sayward age of dwelling stock

Affordability Challenges

In the past few years, housing prices have increased as people leave the larger cities to seek out affordable housing prices in close proximity to nature. The North Island has seen some of the highest spikes in home value. In 2019, Sayward saw an increase of 44% in housing value. The last two years have seen similar increases in housing prices with the exodus from large cities being exacerbated by the impacts of COVID-19. In 2020, the North Island benchmark price rose to \$302,100, a 15% increase over the last year.¹⁹

Populations that are most likely to experience housing insecurity challenges are minority populations, unemployed or low-income populations and single parent households. Approximately 15% of households in Sayward spend more than 30% of their income on housing.

Sayward has a slightly higher median age than the rest of the Province at 58 with over 25% of residents over the age of 65. Approximately 46% of Sayward's population is retired and living on pensions and government assistance. This indicates the need for senior supports and affordable seniors housing options. In addition to the aging population, 15% of the Village population is Indigenous, a much higher rate than the Province's average of 5.9%.²⁰ As well, 19% of families are single parent families living off of one income source and 15 households in Sayward are spending more than 30% of their income on housing.

There are currently no emergency shelters in Sayward. And though there is no visible homeless population, that does not account for individuals who may be sleeping on someone's couch or living in their car. There is opportunity to adopt a proactive approach towards housing by identifying the communities needs and planning accordingly. The Village may adopt an integrated approach that involves health, transportation, education, food and other serviced.

6.2 CURRENT INITIATIVES

Attracting Residents

Future housing initiatives are aimed at making Sayward an attractive community for young families. Affordable and diverse housing options will be essential to the goal. The Village is examining opportunities to diversify the housing stock and create more rental opportunities in an effort to maintain an affordable housing market.

Future Residential Developments

All housing in the R-1 (residential) zone, which is the makes a up a majority of the development within the Village core, have the zoning provisions to allow for a secondary suite. This provides an opportunity to increase and diversify the housing stock and provide additional income to the homeowners.

As there are a number of properties that may soon be redeveloped within the Village, there is possibility for increased residential development. Discussions about how much and what type will take place as a part of the OCP process.

¹⁹ The Canadian Real Estate Association. (2021). Vancouver Island Real Estate Board.

²⁰ Statistics Canada. (2016).

6.3 KEY PLANNING CONSIDERATIONS

Most respondents of the community survey were satisfied with their current housing situation though they list issues like lack of seniors housing, high home maintenance and upkeep costs and lack of rental options as the major issues affecting Sayward's housing market.

As Sayward is a small community, housing data is available at a regional scale and little is available to Sayward specifically. This creates gaps in information about Sayward's housing stock, affordability, and other housing related issues. In addition to the regional scale. Lack of data could be attributed to the challenges related to data collection on low-income populations and housing insecure populations within small communities. As there is such a small amount of respondents, residents are unwilling to share certain details for fear that they will be identified.

While there is no visible homeless population in the Village of Sayward, no formal homeless count has been conducted leading to a gap in knowledge about housing insecurity and homelessness. The Village has received funding from BC Housing to help support the OCP process. Planning considerations should be made to identify sites and discuss housing policy.

Natural resource extraction, in particular forestry makes up part of the area's workforce potentially contributing to a number of temporary residents to the area. Similarly, Sayward is a popular vacation destination with a number of vacation homes within the Village. Future planning considerations must include the temporary population that migrate to Sayward for the summer or weekends.

7.0 ENVIRONMENT

Sayward is characterised by its natural surrounds, including the Salmon River estuary and the view of Johnstone Strait. The Sayward Valley as a whole has adopted the logo of Nature's Playground, with the Village of Sayward incorporating these values in its crest and logo which states "Amicus Naturae" or lover of nature. The natural surroundings are often identified as one of the key reasons people like to live in Sayward and is something highly valued by its residents. The following section will identify all areas of environmental management and current initiatives to continue to protect the natural features.

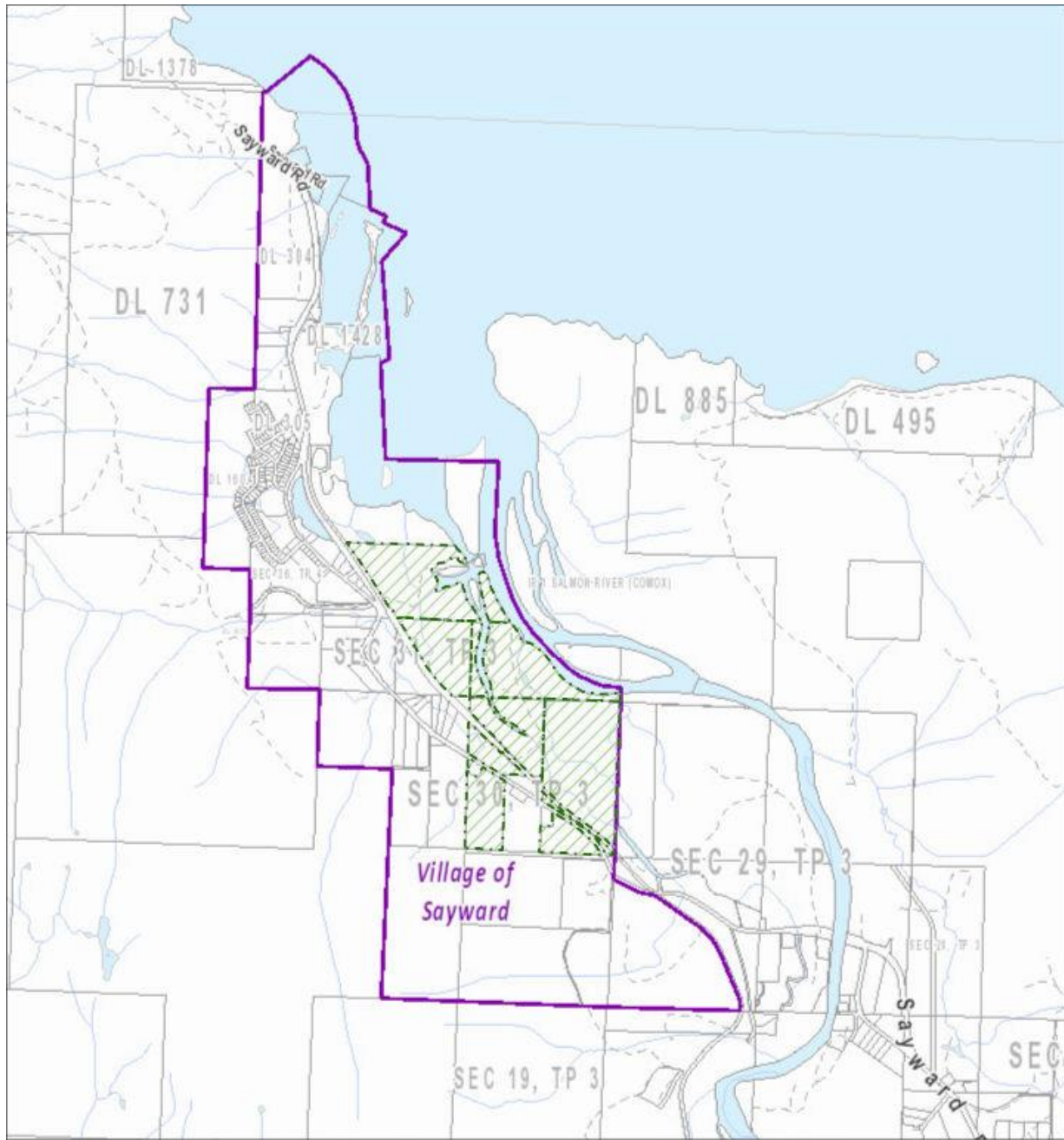
7.1 CURRENT CONDITIONS

Parks and Protected Areas

The Village of Sayward has village open space that is intended to provide the public with areas for recreational amenities such as picnic areas, interpretive kiosks, swimming areas, viewpoints, trails and sports fields. A main goal of the Village of Sayward is to encourage and facilitate public access to adequate green space, parks and waterfront areas.²¹ Many of these green spaces such as the ball park, form a critical component of the drainage system during the very wet winter months.

As seen in Figure 15, the Salmon River Estuary is a protected under land designation through measures such as restrictive covenants held by the Village and/or a registered conservancy organization, and/or a Provincial Agency. In this case the Salmon River Estuary is managed by the Nature Trust of British Columbia and the Ministry of Forests, Lands, Natural Resource Operations and Rural Development. It has been protected under this designation since 1978 in order to product highly productive fish and wildlife habitats. The Nature Trust of British Columbia is continually purchasing more land within the Estuary to continue to protect the area.

²¹ Village of Sayward. (2005). Official Community Plan.



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 Estuary Conservation Area

1:30,000
0 0.25 0.5 1 mi
0 0.4 0.8 1.6 km

Figure 15 – Estuary conservation area

Riparian Areas

In 2005, Council adopted an amendment to the Official Community Plan that established the following areas around streams as a riparian assessment area as define in the Province of BC's Riparian Areas Protection Act.

- Thirty (30) metres from top of the bank on all streams and ravines less that sixty (60) metres in width, and
- Ten (10) metres from top of the ravine bank for ravines greater than sixty (60) metres in width.²²

Development applications require development approval information for the protection of watercourses, aquatic habitat and sensitive ecosystems. Development in these areas requires an assessment by a registered professional biologist who will assess an area and define any required setbacks and conditions for development.

Floodplain Management

Much of Sayward's land base is within the floodplain. In 2001, the Village created bylaw no. 311 the Floodplain Management Bylaw²³ which establishes flood construction levels and designates areas where construction is prohibited based on the Village's floodplain designation.

In 2019, the Strathcona Regional District commissioned a flood risk assessment of the Salmon and White Rivers to meet the requirements of the National Disaster Mitigation Program, Stream 1. The information provides support to regional districts and municipalities when developing their own initiatives including emergency preparedness and climate change adaptation strategies.

Climate Change Adaptation and Mitigation

Addressing climate change issues has been a key priority for municipalities in British Columbia. Being a coastal municipality situated beside a large estuary, Sayward is subject to increased flooding as sea levels rise. As with the rest of Vancouver Island, Sayward is anticipated to experience increased frequency and intensity of storms and weather extremes. This includes hotter and more intense heat wave events in the summer leading to a higher risk of wildfire. Further information such as a hazard and risk assessment would be required to understand fully how climate change will impact the Village of Sayward in the coming years.²⁴

The Province amended the Local Government Act to require municipalities to develop greenhouse gas emissions reduction targets and action plans within their Official Community Plans. In addition, British Columbia requires municipalities to achieve a 33% reduction in greenhouse gas emissions below 2007 levels by 2020. There is currently no information available regarding GHG levels in the Village of Sayward, and further work is required to determine the amount of energy used and the amount of greenhouse gas emission released annually.

²² Village of Sayward. (2005). Bylaw No. 354.

²³ Village of Sayward. (2001). Bylaw No. 311.

²⁴ Province of British Columbia. (n.d.). Impacts of Climate Change.

7.2 CURRENT INITIATIVES

Protection of Public Green Spaces

The Village of Sayward is constantly working towards the protection of public green spaces. This includes working with K'ómoks First Nation to secure a community forest and continuing to develop a Village trail system to allow residents access to natural systems.

In addition, Sayward is working towards expansion of the community garden and flower gardens throughout the Village to encourage parkland/greenspace protection and restoration.

Climate Change

The Village has set a goal to become a carbon neutral community.²⁵ This goal has been supported by Council through funding allocation. However, there is no specific timeline set out or policy or strategy to action this goal. The Official Community Plan update provides an opportunity to support this goal through specific policy action.

Floodplain Mapping

The Village of Sayward and the Strathcona Regional District have hired McElhanney Engineering to perform a Salmon and White River Flood Hazard Mapping study which is currently underway. The study may lead to higher flood construction levels and inform flood mitigation efforts and future climate change adaptation work undertaken by the Village. The expected completion is August 2021.

Wildfire Protection

The Community Wildfire Protection Plan was originally commissioned in 2011 and updated in 2020. It was completed under the framework established by the Community Resilience Investment program. The plan focuses on the wildland urban interface surrounding the Village. The plan identifies the wildfire risks surrounding the community, potential consequences of a wildfire in the Sayward Valley and makes 34 recommendations to reduce risk.

The Sayward Volunteer Fire Department provides fire protective services to the Village, while Crown land is managed by BC Wildfire Services.

7.3 KEY PLANNING CONSIDERATIONS

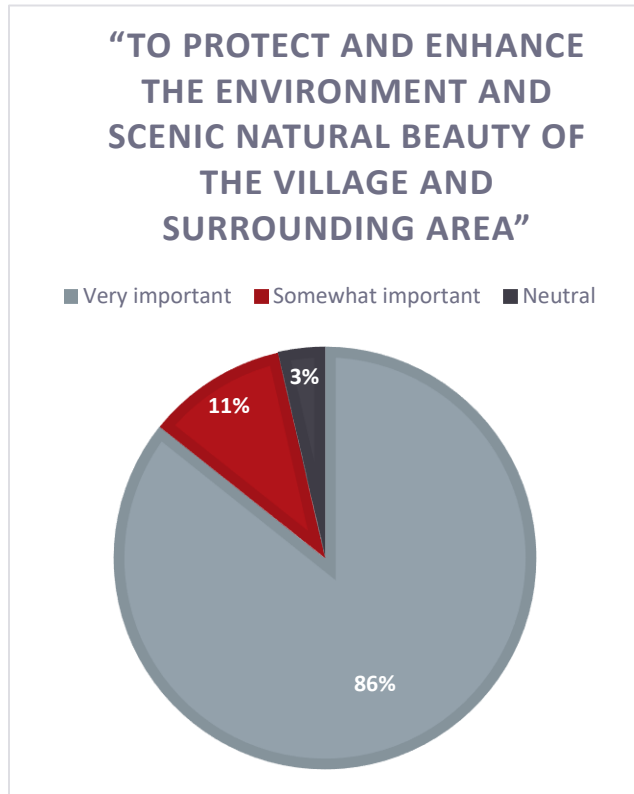
Presently there is no method of reporting of Sayward's green house gas emissions and energy use. This information is required to create a climate change mitigation strategy and pursuit of carbon neutrality. Future planning considerations must plan for climate change mitigation and incorporate climate change impacts.

At this time, there has been no climate change risk assessment completed to understand how climate change will directly impact Sayward, there is only regional impact information. A further understanding of the impacts is required before creating policy to help Sayward adapt to changing climate.

²⁵ Village of Sayward. (2019). Annual Report.

As the community is relatively small, and development is limited, it is unknown how future development will impact greenspace. In alignment with Provincial best practices, the Village needs to determine the level of greenspace it wishes to protect and create corresponding policy. Every effort should be made to protect the natural landscape and preserve urban greenspace.

Community survey respondents ranked protection and enhancement of the environment and scenic natural beauty of the Village and surrounding area as high importance to them as seen in Figure 16.



One respondent said: *“Any development that is proposed should be looked upon very carefully in regards to the scenic and natural beauty of this Village and surrounding area.”*

The community has expressed a desire for future land use initiatives to take special care to preserve and enhance the natural environment.

Figure 16 – Community survey results (environment)

8.0 GOVERNANCE

This section overviews the current governance structure, as well as identifies accountability methods used for local government.

8.1 CURRENT CONDITIONS

The Village of Sayward has a mayor and four Councillors.²⁶ As with other municipalities in BC, elections occur every four years in October, with the most recent by- election taking place in 2020.²⁷

The Village of Sayward currently employs three full-time staff in the following positions:²⁸

- Chief Administration Officer
- Chief Financial Officer
- Public Works Foreman
- Finance/Administrative Clerk (part-time)
- Recreation Manager (part-time)
- Volunteer Fire Chief (part-time)

Services

The Village of Sayward's services include:²⁹

- General Government/Administrative Services: (administration, development review, approvals, financial management, etc.)
- Recreational Services:
 - Indoor: Through the Kelsey Bay Recreation Centre, a swimming pool, weight room and gymnasium are available.
 - Outdoor: A playground, baseball diamonds, a Village-owned campground, an outdoor fitness park and walking path, tennis courts, soccer fields and an estuary.
- Public Works: Village and building maintenance, garbage pick-up, recycling depot operation.
- Sewer: Gathering and treating and discharging sewage
- Water: Supplying and treating water for consumption

Emergency Services

The Village of Sayward coordinates the Sayward Emergency Program in collaboration with Strathcona Regional District to prepare for, respond to, and recover from emergency situations. Fire protection extends to the entire Sayward Valley through an agreement with Strathcona Regional District. The Village has a Volunteer Fire Department made up of community members for emergency response as well as an ambulance service provided by

²⁶ Village of Sayward. (n.d.). *Mayor & Council*.

²⁷ Village of Sayward. (n.d.). *Elections*.

²⁸ Village of Sayward. (n.d.). *Staff Directory*.

²⁹ The Corporation of the Village of Sayward. (2020). *Financial Statements*.

BC Ambulance Service. The Village and the Strathcona Regional District pursue a highly collaborative approach to emergency services within the Valley.

Finance

Municipal Expenses

Sayward's expenditures for the 2020 fiscal year were \$1.22 M. General government services made up the largest portion of spending at 26% of the Village's budget. Other major expenses include recreation and park services (19%) and protection services (10%), water services (16%) and capital projects (10%). Expenses are broken down in Table 4 below.²⁹

SERVICE	PERCENTAGE OF EXPENSES	EXPENDITURES
General Government Services	26%	\$ 312,618
Recreation and Park Services	19%	\$ 237,340
Protection services	10%	\$ 117,353
Transportation services	3%	\$ 34,221
Solid Waste Services	3%	\$ 39,986
Public Works Services	6%	\$ 67,361
Sewer Services	8%	\$ 101,094
Water Services	16%	\$ 193,722
Capital Projects	10%	\$ 119,701
Total	-	\$ 1,223,396

Table 4 – Yearly services expenditure

Municipal expenditures for Sayward have steadily increased since 2012, with notable increases in 2017, 2018 and 2019 and then drastically declined in 2020 as seen in Figure 17. Much of these increases can be associated to large capital projects, with the difference made up for by government grants and transfers (\$2.89 M in 2019, \$1.4 M in 2018 and \$1.04 M in 2017).³⁰

³⁰ Village of Sayward. (n.d.). Financial Statements 2012 – 2019.

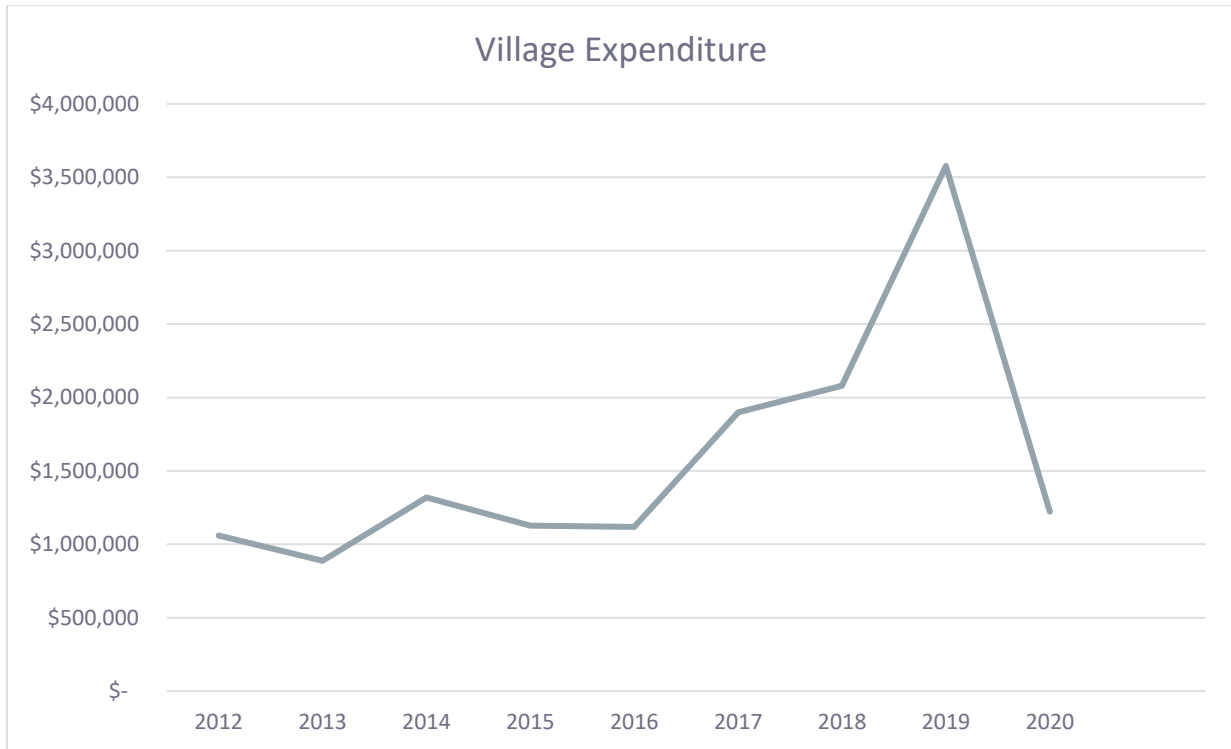


Figure 17 - Sayward expenditures year-over-year

Taxation and Municipal Revenue

Sayward has limited revenue opportunities with its small population and is heavily dependent on senior government support through grant funding. The majority of the Village's revenue, 56% (\$829,289) consisted of government grants and transfers, while only 4% (\$65,218) came from taxation (Figure 18).

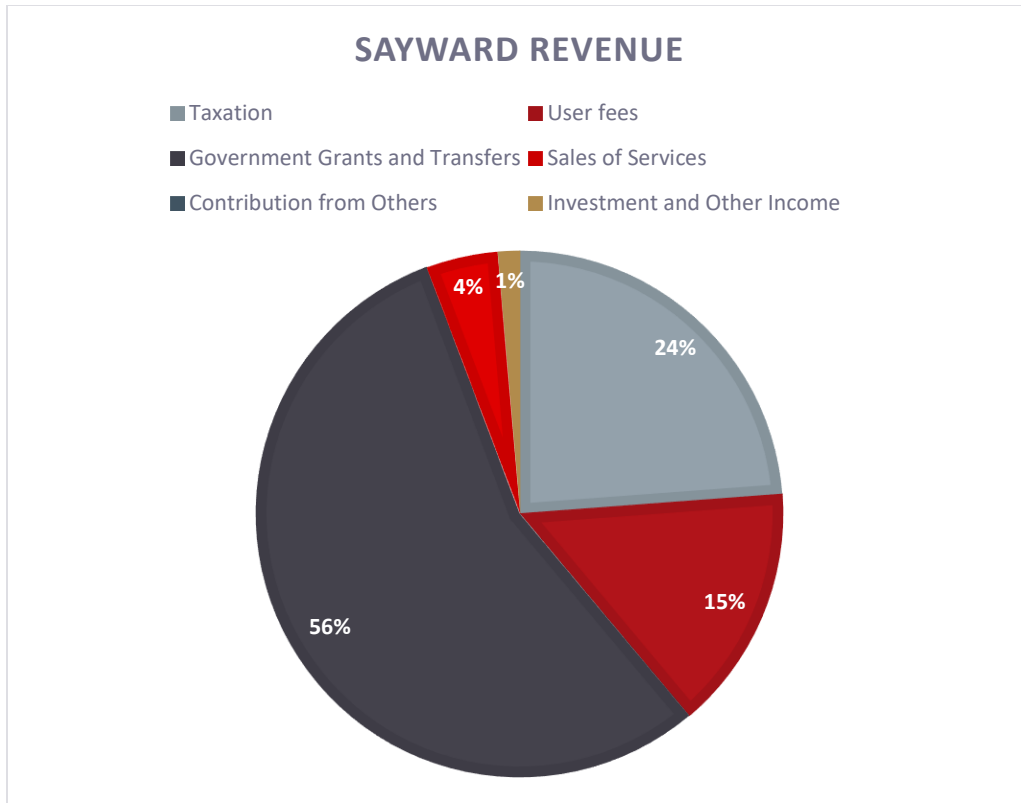


Figure 18 - Sayward Revenue 2020

Decision-making

Sayward's Council meets twice a month on the first and third Tuesday evening throughout the year each meeting has a public notice, an agenda and recorded minutes, all of which are available on the Village website. As of December 15th, 2020, video recordings of the council meetings are available on the Village's YouTube channel, and linked to the Village website.³¹

Sayward abides by the BC Laws Community Charter³² where a municipality must prepare an annual report, make the report available for public inspection and have the report available for public inspection at the annual meeting on the report before June 30th of each year. This report must include the following:

- The audited financial statements for the municipality from the previous year
- Those who had tax exemptions and the value of those tax exemptions
- A report on the municipal services that were provided over the previous year
- A progress report on the municipalities established objectives from the previous year
- Details of any declarations of disqualifications to council members over the previous year
- A statement of goals, as well as measures for determining the municipalities performance against these goals during the current and ensuing year
- Any other information the council believes to be relevant

³¹ Village of Sayward. (n.d.). *Council Meetings*.

³² BC Laws. (2021). Community Charter [SBC 2003] Chapter 26 S.98.

8.2 CURRENT INITIATIVES

According to the Sayward Economic Development Strategy, Sayward is exploring the opportunity for a community forest which could add up to \$50,000 in annual revenue, equivalent to 14.4% of the present taxation revenue.

In 2015 Sayward recognised tourism as an important economic driver and established a Tourism Committee comprising of 11 members including the then Mayor and council representatives, as well as tourism businesses, the Sayward Futures Society, the Harbour Authority Board and local residents

In their 2019 Annual Report, the Village of Sayward identified the following Strategic Goals:

- Community Relations:
 - Keeping communication channels open between Village staff, Mayor, Council and the public as well as improving the relationship with the K'ómoks First Nation
- Economic Development
- Infrastructure upgrades and asset replacement
- Living Green
 - Includes reducing carbon footprint to become carbon neutral, developing a village trail system and expanding several gardens in the community.
- Staff Professional Development
 - A focus on emergency management training for staff and volunteers, professional development options and creating an employee evaluation system.
- Tourism Development
- Village Operations:
 - Update several important bylaws and review fee structure of village services.

The 2019 Annual Report also identified future policy and bylaw updates as follows:

- 100-01 Council Conflict of Interest
- 200-01 Criminal Records Search Policy
- 300-01 Permissive Property Tax Exemption Policy
- 300-04 Vehicle & Equipment Policy
- Fees and Charges Bylaw
- Review the Village fee structure to ensure it is up to date and equitable

8.3 KEY PLANNING CONSIDERATIONS

2020 was an unpredictable year for many BC municipalities due to the impacts of COVID-19. The 2020 Annual Report will be made available by June 31, 2021, which will provide information about how Sayward was impacted by COVID-19. Amid a year of uncertainty, the Village also welcomed a new Mayor and Council and experienced several changeovers in staff.

As previously mentioned, consideration must be made for how industry and future development will help provide future revenue streams and support Village infrastructure. The OCP process will help develop policy to establish processes for infrastructure cost recovery to support aging infrastructure, asset renewal and cost-effective growth.