



**Village of Sayward  
2022 Strategic Plan**

# Strategic Plan – Priorities 2022



## Community Relations

| Priorities  | Progress Measures   | Timeline   |
|---|---|--|
| <ul style="list-style-type: none"> <li>• Show progress toward reconciliation with K'omoks First Nation and other First Nations</li> <br/> <li>• Continue to negotiate a Framework Agreement with Western Forest Products (WFP) regarding the operations at the log sort</li> <br/> <li>• Continue to work with SRD to clarify Shared Fire Service</li> <br/> <li>• Develop stronger working relationship with The Nature Trust of BC</li> <br/> <li>• Finalize Fireworks Bylaw</li> <br/> <li>• Build a collaborative relationship with Sayward residents by working together with Council and staff</li> </ul> | <ul style="list-style-type: none"> <li>• Acknowledge meetings occur on unceded territory; steps taken to provide for visual and physical recognition of First Nation habitation in the Sayward area</li> <br/> <li>• Interpretive signage installed at KFN totem Pole and at other key Village locations</li> <br/> <li>• Legal Agreement in place to clarify terms and communications around early start times of WFP and measures in place to manage dust and noise</li> <br/> <li>• Noise Bylaw amended to permit agreement terms</li> <br/> <li>• New Shared Fire Services agreement with SRD or other terms, and clarification of assets</li> <br/> <li>• BC Nature Trust reps invited to a Council meeting and projects and initiatives such as interpretive signage established</li> <br/> <li>• Household survey results summarized and presented to Council; Fireworks Bylaw in place</li> <br/> <li>• Collaborative leadership demonstrated</li> <br/> <li>• Annual Town Hall meeting with citizens held, and issues of importance to citizens discussed</li> </ul> | <p>January 2022</p><br><p>Summer 2022</p><br><p>Spring 2022</p><br><p>Summer 2022</p><br><p>2022</p><br><p>2022</p><br><p>2022</p> |

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| <ul style="list-style-type: none"> <li>Resolve deficiencies with 794 and 765 Sayward Road properties in accordance with legal advice</li> <li>Village to submit bi-monthly update to Sayward residents for information and updates of Village initiatives and goals</li> <li>Work with SRD on funding for services jointly used by all valley residents - Recreation, Fire, Health, Comox Strathcona Waste Management and Comox Strathcona Regional Hospital Board</li> <li>Make arrangements for community cooling centre for community safety during hot summer periods</li> </ul> | <ul style="list-style-type: none"> <li>Building permit deficiencies and encroachment of properties resolved as per legal advice</li> <li>Bi-monthly submissions from Village staff or Council included the Sayward News</li> <li>Data collected and presented to Council early 2022; new agreements in place, funding obtained from SRD for Recreation and Health Clinic</li> <li>Measures for cooling centre in place</li> </ul> | <p>2022</p> <p>ongoing</p> <p>2022</p> <p>2022</p> |
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**Economic Development**

| Priorities  | Progress Measures  | Timeline  |
|---|--|---|
| <ul style="list-style-type: none"> <li>Encourage and support new housing initiatives</li> <li>Finalize Official Community Plan (OCP)</li> <li>Revise and update Zoning Bylaw</li> </ul> | <ul style="list-style-type: none"> <li>Updated development framework including updated Zoning Bylaw and building permit calculation process; access to additional staff resources to administer new building and development applications</li> <li>OCP Bylaw adopted</li> <li>New Zoning Bylaw in place</li> </ul> | <p>Summer 2022</p> <p>2022</p> <p>Summer 2022</p> |

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| <ul style="list-style-type: none"> <li>• Support prospective businesses interested in locating to the Sayward area</li> </ul>  | <ul style="list-style-type: none"> <li>• Investment in Village of new business services, increased campground usage, more tourist traffic, and more businesses advertising in the Tourist Info Centre</li> </ul> | 2022 |
| <ul style="list-style-type: none"> <li>• Work with local organizations and the Tourism Committee to promote tourism and attract business investment to the Sayward area</li> </ul> | <ul style="list-style-type: none"> <li>• Businesses promoted using business licence directory and promotion incentives</li> </ul>  | 2022 |
| <ul style="list-style-type: none"> <li>• Support existing businesses</li> </ul>  | <ul style="list-style-type: none"> <li>• Progress made on the Working Waterfront Project in accordance with Part 3.4 of the OCP</li> <li>• Existing business continue to thrive</li> </ul>                       | 2022 |

**Infrastructure Upgrades & Asset Replacement**

| <b>Priorities</b>   | <b>Progress Measures</b>   | <b>Timeline</b> |
|---|--|-----------------|
| <ul style="list-style-type: none"> <li>• Complete Water Master Plan</li> </ul>  | <ul style="list-style-type: none"> <li>• Water Master Plan completed</li> </ul>  | Summer 2022     |
| <ul style="list-style-type: none"> <li>• Complete Sewage Capacity Study</li> </ul>  | <ul style="list-style-type: none"> <li>• Sewage Capacity Study completed</li> </ul>  | Summer 2022     |
| <ul style="list-style-type: none"> <li>• Use Asset Management Plan to identify projects for the Financial Plan</li> </ul>                 | <ul style="list-style-type: none"> <li>• Report to Council with plan for asset replacement strategy</li> </ul>   | Ongoing         |
| <ul style="list-style-type: none"> <li>• Plan for full replacement of water, sewer, drainage, and road infrastructure</li> </ul>          | <ul style="list-style-type: none"> <li>• Use information from Water Master Study and Sewage Capacity Study to apply for grant funding and establish 8–10-year Infrastructure Replacement Strategy</li> </ul> | 2023-2032       |
| <ul style="list-style-type: none"> <li>• Continue to seek grant funding to implement the 2021 Drainage Plan</li> </ul>                    | <ul style="list-style-type: none"> <li>• Funding obtained and 2021 Drainage Plan gradually and steadily implemented</li> </ul>   | 2022-2026       |
| <ul style="list-style-type: none"> <li>• Make progress toward investing in Reserve Funds in accordance with new Reserve Policy</li> </ul> | <ul style="list-style-type: none"> <li>• Progress made with annual investments in Reserve Funds per policy</li> </ul>  | ongoing         |

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|---|---|-----------|
| <ul style="list-style-type: none"> <li>• Completion of removal of Newcastle Dam and construction of Newcastle Weir</li> </ul>                     | <ul style="list-style-type: none"> <li>• Newcastle Weir in place and dam removed</li> </ul>   | Fall 2022 |
| <ul style="list-style-type: none"> <li>• Identify short and long-term projects for the Kelsey Centre and include in budget discussions</li> </ul> | <ul style="list-style-type: none"> <li>• Recommended short-term safety upgrades and equipment replacement presented to Council; issues identified and upgrades completed</li> </ul>     | 2022      |
| <ul style="list-style-type: none"> <li>• Continue to apply for infrastructure grants</li> </ul>   | <ul style="list-style-type: none"> <li>• Grant applications submitted, approved and funds used for repairs and upgrades to Village infrastructure to improve citizen's lives</li> </ul> | 2022      |

**Living Green**

| <b>Priorities</b>  | <b>Progress Measures</b>  | <b>Timeline</b> |
|--|---|-----------------|
| <ul style="list-style-type: none"> <li>• Continue to pursue the goal of becoming a carbon neutral community</li> </ul>   | <ul style="list-style-type: none"> <li>• Solar panels for Water Treatment Plant installed</li> </ul>  | 2022            |
| <ul style="list-style-type: none"> <li>• Install Electric Vehicle Charging station</li> </ul>  | <ul style="list-style-type: none"> <li>• Substitute fleet vehicles with hybrid or electric models at time of replacement</li> </ul>             | Fall 2022       |
| <ul style="list-style-type: none"> <li>• Establish Water Meter Bylaw for all commercial and industrial development and all new development</li> </ul>                          | <ul style="list-style-type: none"> <li>• Electric-Vehicle Charging station installed</li> </ul>   | Fall 2022       |
| <ul style="list-style-type: none"> <li>• Continue to work with the Provincial Government and K'omoks First Nation to secure an economically viable community forest</li> </ul> | <ul style="list-style-type: none"> <li>• Water Meter Bylaw in place and Village able to collect more information regarding water use</li> </ul> | Fall 2022       |
| <ul style="list-style-type: none"> <li>• Continue to develop the Village trail system</li> </ul>   | <ul style="list-style-type: none"> <li>• Community Forest secured with KFN and Provincial Government</li> </ul>                                 | 2023            |
| <ul style="list-style-type: none"> <li>• Continue to expand the Community Garden and flower gardens throughout the Village</li> </ul>  | <ul style="list-style-type: none"> <li>• Improvements and additions to existing trail system completed</li> </ul>                               | 2023            |
|  | <ul style="list-style-type: none"> <li>• Community Garden revitalized</li> </ul>  | 2022            |

## Professional Development

| Priorities  | Progress Measures  | Timeline                   |
|---|--|----------------------------|
| <ul style="list-style-type: none"> <li>Ensure Village Council, staff and volunteers receive adequate emergency management training and the village has an emergency response plan in place</li> <li>Continue Village Council, staff and volunteer professional development through various municipal and professional associations ensuring the Village continues to receive good value for the resources expended</li> </ul> | <ul style="list-style-type: none"> <li>Staff and EOC representative reports to Council regarding quarterly meetings with stakeholders. Emergency response plan in place</li> <li>Training for all Council, Staff and volunteers scheduled, and training taken</li> </ul> | <p>ongoing</p> <p>2022</p> |

## Tourism Development

| Priorities   | Progress Measures  | Timeline   |
|--|--|--|
| <ul style="list-style-type: none"> <li>Continue the Village beautification program including upgrading signage, cleaning and painting Village buildings and structures, and enhancing the Village gardens</li> <li>Work with local organizations and the Regional District to enhance signage and way finding in Sayward</li> <li>Support and work with the Tourism Committee</li> </ul> | <ul style="list-style-type: none"> <li>Off Road Vehicle (ORV) signage installed indicating the location of the designated ORV route</li> <li>Work with the Tourism Committee to promote Trails; additional signage installed</li> <li>Meetings attended and joint initiatives completed</li> <li>Host an annual meeting with the Tourism Committee to identify initiatives to be included in the Financial Plan</li> </ul> | <p>2022</p> <p>ongoing</p> <p>2022</p> <p>Early 2022</p> |

## Village Operations

| Priorities  | Progress Measures  | Timeline    |
|---|--|-------------|
| <ul style="list-style-type: none"> <li>• Review and update Village internal policies</li> </ul>   | <ul style="list-style-type: none"> <li>• Additional Policies and Bylaws approved by Council</li> </ul>   | 2022        |
| <ul style="list-style-type: none"> <li>• Create and staff Public Works on call back up position</li> </ul>  | <ul style="list-style-type: none"> <li>• Public Works back up hired</li> </ul>   | Early 2022  |
| <ul style="list-style-type: none"> <li>• Review tax ratios</li> </ul>   | <ul style="list-style-type: none"> <li>• Updated tax ratio system</li> </ul>   | Early 2022  |
| <ul style="list-style-type: none"> <li>• Revise building permit fees in the Fees &amp; Charges Bylaw to adopt Marshall &amp; Swift estimator for building permit fees and construction costs</li> </ul> | <ul style="list-style-type: none"> <li>• Efficient and fair billing system in place for new building permits with Marshall &amp; Swift estimator in use</li> </ul>                 | Spring 2022 |
| <ul style="list-style-type: none"> <li>• Establish Risk Management Strategy to address possible gaps in infrastructure funding</li> </ul>   | <ul style="list-style-type: none"> <li>• Risk Management Strategy in place</li> </ul>  | 2022        |
| <ul style="list-style-type: none"> <li>• Participate in food security initiatives and support the Strathcona Food Hub</li> </ul>  | <ul style="list-style-type: none"> <li>• Meetings attended and initiatives completed that address homelessness, community connections, mental health, and socialization</li> </ul> | Fall 2022   |
| <ul style="list-style-type: none"> <li>• Determine the ownership and responsibility of breakwater ships and develop strategies to reduce risk</li> </ul>  | <ul style="list-style-type: none"> <li>• Plan in place to manage breakwater</li> </ul>   | 2022        |