



**VILLAGE OF SAYWARD  
REGULAR COUNCIL MEETING AGENDA  
NOVEMBER 15, 2022 - 7:00 PM  
COUNCIL CHAMBERS**

*The Village of Sayward respectfully acknowledges that the land we gather on is on the unceded territory of the K'ómoks First Nation, the traditional keepers of this land.*

**1. Call to Order**

**2. Introduction of Late Items**

**3. Approval of Agenda**

Recommended Resolution:

THAT the agenda for the Regular Meeting of Council for November 15, 2022, be approved.

**4. Minutes of Previous Meetings**

Recommended Resolution:

THAT the minutes from the Inaugural Council meeting held on November 1, 2022, be adopted.

THAT the minutes from the Regular Council meeting held on November 1, 2022, be adopted.

**5. Petitions and Delegations - None**

**6. Correspondence**

- a) UBCM 2021 Active Transportation Planning – Sayward Active Transportation Planning project
- b) K'ómoks Treaty News
- c) AVICC 1st Call for 2023 Resolutions and Nominations for AVICC Executive
- d) AVICC Workshop suggestions and hotels for 2023 convention
- e) Aquaculture Update from DFO - Net Pen Transition Plan Engagement Session - November 25, 2022
- f) Municipalities for Climate Innovation Program (2016-2022)  
*Note: A full copy of the report is in the Mayor's Office*
- g) BC Assessment - Congratulations in the 2022 Local Government General Elections
- h) Referral of BC Timber Sales 2023 Campbell River Forest Stewardship Plan #936
- i) Grieg Seafood BC Ltd.
- j) Sayward Tour de Rock 2022

Recommended Resolution:

THAT correspondence a) to j) be received

**7. Council Reports - None**

**8. Reports of Committees - None**

**9. Mayor's Report**

**a) Christmas Events and Committee of the Whole**

Recommended Resolution:

THAT Council receives the Mayor's report for information and discussion.

**10. Unfinished Business – None**

**11. Staff Reports**

**a) 2023 Regular Council Meeting Schedule – Lisa Clark CO**

Recommended Resolution:

THAT Council approves the attached 2023 Regular Council Meeting Schedule as presented noting that the July and August meetings are varied from Council Procedure Bylaw No. 416, 2015 to one meeting per month.

**b) Financial Plan 2023 - 2027 – Lisa Clark CFO**

Recommended Resolution:

THAT Council schedule the following Committee of the Whole meetings for Financial Planning purposes:

Tuesday January 24, 2023

Tuesday February 14, 2023

Tuesday February 28, 2023

**c) Orientation Binder and Projects Summary – John France Acting CAO**

Recommended Resolution:

THAT Council receive and discuss the Orientation Binder and Projects Summary report.

**d) Active Transportation Study – John France Acting CAO**

Recommended Resolution:

THAT Council receives and approves the Active Transportation Study.

**e) Backyard Chickens – Lisa Clark CO**

Recommended Resolutions:

THAT Council receive the Backyard Chickens staff report for information and discussion; and,

THAT Council provide direction to Staff on next steps.

**f) Election 2022 – Lisa Clark CEO**

Recommended Resolution:

THAT the 2022 Election report from the Chief Election Officer be received for information and discussion.

**12. Emergency Services/Public Works/Recreation Department Reports - None**

**13. Bylaws**

**a) 2022-2026 Five Year Financial Plan Amendment Bylaw – Lisa Clark CFO**

Recommended Resolution:

THAT Five Year Financial Plan Amendment Bylaw No. 491, 2022 be given first, second and third reading.

**14. New Business**

**15. Public Question Period (maximum 15 minutes)**

**Mayor:** “The purpose of the public question period is to enable citizens to ask questions of Council about issues that are important to the citizen asking the question. Speakers are asked to limit their questions to one each and, if time permits after everyone has had an opportunity to ask questions, speakers may ask a second question. Citizens will be asked to state their name and address.”

**16. In Camera**

Recommended Resolution:

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

- 90(1)(c) labor relations or other employee relations,
- 90(1)(k) negotiations and related discussion respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of council, could reasonably be expected to harm the interests of the municipality if they were held in public.

**17. Adjournment**



**VILLAGE OF SAYWARD  
INAUGURAL COUNCIL MEETING MINUTES  
NOVEMBER 1, 2022  
COUNCIL CHAMBERS**

**Present:** Mayor Elect Mark Baker  
Councillor Elect Scott Burchett  
Councillor Elect Kohen Gilkin  
Councillor Elect Sue Poulsen  
Councillor Elect Tom Tinsley

**In Attendance:** John France, Acting CAO  
Lisa Clark, CFO/Corporate Officer  
Jennifer Redshaw, Finance/Admin Clerk

**1. Call to Order**

Corporate Officer Lisa Clark called the meeting to order at 7:00 PM

**2. Oath of Office**

a) The Corporate Officer called each Council member elect forward to receive the Oath of Office.

- i) Mayor Elect Mark Baker
- ii) Councillor Elect Scott Burchett
- iii) Councillor Elect Kohen Gilkin
- iv) Councillor Elect Sue Poulsen
- v) Councillor Elect Tom Tinsley – *Note from Corporate Officer: Councillor Elect Tom Tinsley took Oath of Office on October 26, 2022*

**3. Address by Mayor Mark Baker**

**4. Council Appointments and Portfolios**

- a) THAT Mayor Baker be appointed to the Strathcona Regional District Board and Councillor Tinsley be appointed as alternate; Councillor Poulsen to attend the Comox Strathcona Regional Hospital District Board meetings and the Comox Strathcona Waste Management Committee meetings; and,
- b) THAT Councillor Gilkin be appointed to the Vancouver Island Regional Library Board and Councillor Burchett be appointed as alternate; and,



- c) THAT Councillor Burchett be appointed as the Village representative at Sayward Futures Society board meetings and Councillor Gilkin be appointed as the alternate; and,
- d) THAT Councillor Burchett be appointed to the Mid Island Forestry Lands Advisory Group and Councillor Gilkin as the alternate; and,
- e) THAT Councillor Tinsley be appointed as Deputy Mayor; and,
- f) THAT Mayor Baker be appointed as the Island Coastal Economic Trust (ICET) representative; and,
- g) THAT all Council Members be appointed to the Committee of the Whole.

**MOTION I22/01**

**MOVED AND SECONDED**

THAT the appointments listed in a) to g) inclusive as recommended by Mayor Baker be approved and take effect November 1, 2022; and,

THAT staff bring back all appointments in November 2023.

**CARRIED**

**MOTION I22/02**

**MOVED AND SECONDED**

THAT Staff be directed to bring a report to Council at the December 6<sup>th</sup> regular council meeting regarding an Emergency Preparedness Committee and an Events Committee.

**CARRIED**

**5. Adjournment**

**MOTION I22/03**

**MOVED AND SECONDED**

THAT the Inaugural Council Meeting of November 1, 2022 be adjourned.

**CARRIED**

**The meeting was adjourned at 7:12 PM**

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**Mayor**

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**Corporate Officer**



**VILLAGE OF SAYWARD  
REGULAR COUNCIL MEETING MINUTES  
NOVEMBER 1, 2022  
COUNCIL CHAMBERS**

*The Village of Sayward respectfully acknowledges that the land we gather on is on the unceded territory of the K'ómoks First Nation, the traditional keepers of this land.*

**Present:** Mayor Mark Baker  
Councillor Scott Burchett  
Councillor Kohen Gilkin  
Councillor Sue Poulsen  
Councillor Tom Tinsley

**In Attendance:** John France, Acting CAO  
Lisa Clark, CFO/Corporate Officer  
Jennifer Redshaw, Finance/Admin Clerk

**1. Call to Order**

Meeting was called to order at 7:13 PM

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

**3. Approval of Agenda**

**MOTION R22/175**

**MOVED AND SECONDED**

THAT the agenda for the Regular Meeting of Council for November 1, 2022, be approved.

**CARRIED**

**4. Minutes of Previous Meetings**

**MOTION R22/176**

**MOVED AND SECONDED**

THAT the minutes from the Regular Council meeting held on October 4, 2022, be adopted.

**CARRIED**

**5. Petitions and Delegations - None**

**6. Correspondence**

- a) VIRL "from the Board Table"
- b) VIRL 2023 Budget
- c) BC Hydro Regreening Grants

- d) Comox Strathcona Waste Management - Solid Waste Management Plan Renewal Launch
- e) Eli Mina – Webinar on Parliamentary Procedure and Roberts Rules of Order March 6, 2023
- f) Thank You Note from Minister Lisa Beare
- g) MOWI Canada West Inc.
- h) New Online Course to Support Responsible Conduct – Working Group on Responsible Conduct (Municipal Affairs, UBCM, & LGMA)

**MOTION R22/177**

**MOVED AND SECONDED**

THAT correspondence a) to h) be received for information and discussion.

**CARRIED**

**MOTION R22/178**

**MOVED AND SECONDED**

THAT Council accept MOWI Canada West's meeting invitation, and that Staff be directed to arrange a meeting between MOWI and Council.

**CARRIED**

**7. Council Reports - None**

**8. Reports of Committees - None**

**9. Mayor's Report**

**MOTION R22/179**

**MOVED AND SECONDED**

THAT the verbal report from the Mayor on cost sharing this year's Secret Santa event be received for discussion, and;

THAT the Village share the cost of the Secret Santa event with the Valley to a maximum of \$500 to be funded from the 2022 Council budget.

**Opposed Cllr Poulsen**

**CARRIED**

**10. Unfinished Business - None**

**11. Staff Reports**

**a) Refuse Removal Contract 2023-2026 - John France, Acting CAO**

**MOTION R22/180**

**MOVED AND SECONDED**

THAT Council receive the Refuse Removal Contract 2023-2026 report, and;

THAT Council approves a three-year extension to the contract at the proposed rates, 2023 \$11.91, 2024 \$12.26, and 2025 \$12.62 for residential collection per unit, and;

THAT the Mayor and Corporate Officer be authorized to sign the contract with Waste Management Canada.

**CARRIED**

**b) Grant Opportunity – UBCM Volunteer & Composite Fire Department Grant**

**MOTION R22/181**

**MOVED AND SECONDED**

THAT the report from the Chief Administrative Officer be received; and,

THAT as part of the Village of Sayward's ongoing work in relation to fire safety that an application for financial assistance under the UBCM Volunteer & Composite Fire Department Equipment & Training funding stream be authorized for submission to the Union of BC Municipalities; and,

THAT the Village of Sayward agrees to provide overall grant management.

**CARRIED**

**c) VIU Reports and Funding - Lisa Clark, CFO & John France, Acting CAO**

**MOTION R22/182**

**MOVED AND SECONDED**

THAT Council approves the funding sources for the VIU reports as outlined in the staff report - \$10,000 from the COVID-19 Reserve and \$20,000 from operating surplus; and,

THAT the 2022-2026 Financial Plan be amended accordingly.

**CARRIED**

**d) Orientation Binder – John France, Acting CAO**

Staff note: Binder is to be discussed at a future Council meeting.

**12. Emergency Services/Public Works/Recreation Department Reports - None**

**13. Bylaws - None**

**14. New Business - None**

**15. Public Question Period (maximum 15 minutes)**

**Mayor:** "The purpose of the public question period is to enable citizens to ask questions of Council about issues that are important to the citizen asking the question. Speakers are asked to limit their questions to one each and, if time permits after everyone has had an opportunity to ask questions, speakers may ask a second question. Citizens will be asked to state their name and address."

**16. In Camera**

**MOTION R22/183**

**MOVED AND SECONDED**

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

- 90(1)(c) labor relations or other employee relations.

**CARRIED**

## **17. Adjournment**

**The meeting was adjourned at 8:09 PM**

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**Mayor**

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**Corporate Officer**

November 2, 2022

Mayor Baker and Council  
Village of Sayward  
652 H'Kusam Way, PO Box 29  
Sayward, BC V0P 1R0

Reference: AP7076

**Re: 2021 Active Transportation Planning – Sayward Active Transportation Planning**

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Dear Mayor Baker and Council,

Thank you for providing a final report and financial summary for the above noted project. We have reviewed your submission and all reporting requirements have been met.

The final report notes a total eligible expenditure of \$18,617.00. Based on this, a payment in the amount of \$18,617.00 will follow shortly by electronic fund transfer. This represents final payment of the grant and is based on 100% of the total reported expenditure.

I would like to congratulate the Village of Sayward for undertaking this project and responding to the opportunity to incorporate or enhance active transportation components in formal planning documents.

If you have any questions, please contact 250-356-7123 or [lpacey@ubcm.ca](mailto:lpacey@ubcm.ca).

Sincerely,



Lynsay Pacey, Program Officer  
Local Government Program Services

cc: *Lisa Clark, Chief Financial Officer – Village of Sayward*

*The Active Transportation Planning program is funded by the Province of BC*

**Subject:**

FW: K'ómoks Treaty Passes Another Milestone

**From:** K'omoks Treaty IRR:EX <[komoks.treaty@gov.bc.ca](mailto:komoks.treaty@gov.bc.ca)>

**Sent:** Friday, November 4, 2022 3:33 PM

**To:** K'omoks Treaty IRR:EX <[komoks.treaty@gov.bc.ca](mailto:komoks.treaty@gov.bc.ca)>

**Subject:** K'ómoks Treaty Passes Another Milestone

Thanks to everyone who joined us in September at the in-person open houses in Courtenay, Union Bay and Sayward Village, and those that joined us online at the virtual open house. We were very pleased by the enthusiasm, support and thoughtful feedback. The virtual presentation is available on the webpage: <https://engage.gov.bc.ca/govtogetherbc/consultation/komoks-treaty/>

We are also pleased to let you know that K'ómoks First Nation has announced another milestone in treaty negotiations now that it has received a land and cash offer. See the news release below.

Best regards,  
K'ómoks Treaty Partners



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3330 Comox Road, Courtenay BC

**K'ómoks First Nation**

0) 339-7053 | E. [info@komoks.ca](mailto:info@komoks.ca)

## **Moving Forward Together –The K'ómoks Treaty Passes Another Milestone**

For thousands of years K'ómoks ancestors harvested, preserved and stored rich food resources. Once the Treaty is concluded, their descendants will be able to live off their territory as part of a modern and sustainable economy.

The K'ómoks Nation has just passed one more milestone towards signing a Treaty with British Columbia and Canada with the Land and Cash offer presented to the K'ómoks treaty team on November 2. This offer will be carefully reviewed in confidence and eventually put to a vote of Nation members.

Once negotiations are complete, and the full treaty package ratified by all three parties, the treaty will likely come into effect in 2026.

The signing would bring to a close 30 years of negotiation and give the Nation the opportunity to transform from an Indian Act Band into a self-sufficient and self-governing Nation.

The terms of the treaty will provide new land and access to new resources, attracting new investment that will benefit the entire territory.

"The Land and Cash Offer comes after 28 long years of negotiations, and seeing it finally come to our membership who will determine the way forward is exciting," said Nicole Rempel, K'ómoks Nation Chief. "I know we are ready to begin building the future our ancestors dreamed for us, to build a strong foundation for future generations. That is ultimately who this treaty is for. By negotiating for this treaty, we look to uplift our Nation, but also create opportunities and prosperity for all those residing within our traditional territory."

The benefits of treaty will be felt with new residential developments to help alleviate the housing crisis, job-creating investment in new businesses and new water and sewage infrastructure to certain K'ómoks Treaty Settlement Lands.

And with fewer than 500 members to manage a substantial amount of land, there will be new opportunities for all as economic development progresses at a faster pace.

It will also be done with care. The K'ómoks Nation has been the steward of these lands since time immemorial, and together with its government partners, will continue to ensure development happens in a respectful and responsible way.

This act of reconciliation will help us all move forward together as neighbours with a shared future.

The K'ómoks Treaty will be the first of its kind and will be known as "A Living Agreement" that will be reviewed every ten years and amended where necessary to evolve with the ever-changing world.

Quotes from our partners:

"Working collaboratively to renew our nation-to-nation relationship by negotiating a Modern Treaty agreement is critical to advancing reconciliation. This is an important step toward a K'ómoks treaty and away from the Indian Act, for Nation members to implement their right to self-determination, and putting the power back where it belongs," said The Honourable Marc Miller, Minister of Crown-Indigenous Relations

"The treaties of today are strong, flexible agreements that recognize and respect First Nations rights. They reinforce government's commitment to journey forward on the path of reconciliation, a journey which creates a better future for us all," said Murray Rankin, B.C. Minister of Indigenous Relations and Reconciliation. "This treaty, if ratified, will bring many economic benefits to K'ómoks First Nation and across the entire region. Together, K'ómoks



First Nation, B.C. and Canada are building and supporting long-lasting relationships that will grow and strengthen over time.”

“It is positive and heartening to see the ongoing hard work undertaken by the K’ómoks First Nation and the Federal and Provincial Governments in unfolding this historic agreement. This is a monumental step forward towards reconciliation in action. It will provide K’ómoks First Nation with sustainable resources to continue to build their community into a strong regional partner in the Comox Valley. As the incoming Mayor of Comox, I want to personally stand as an ally through the process and extend sincere gratitude for those who brought this agreement forward,” said Nicole Minions, Mayor, Town of Comox.

“We whole-heartedly support the K’ómoks First Nation in their efforts to get out from under the oppressive legislation of the Indian Act and become a modern, self-governing Nation. Their success is everyone’s success because the Treaty will allow for a more just and equitable society which will elevate the entire Comox Valley,” said Jesse Ketler, Chair of Comox Valley Regional District.

“This land and cash offer presented to K’ómoks First Nation represents a major step forward towards improvements in housing, economic opportunity and advancing self-determination. The City of Courtenay congratulates K’ómoks First Nation and commits to our ongoing partnerships while looking for opportunities to support their vision as they continue this exciting path to reconciliation,” said Bob Wells, City of Courtenay Mayor.

“I would like to wish the K’ómoks Nation all the best through these last stages of this monumental and long-awaited Treaty and congratulate them on their years of hard work to build this first ‘living agreement,” said Vickey Brown, Mayor-elect of the Village of Cumberland. “We look forward to working in partnership with K’ómoks to continue to support a healthy and vibrant local economy, that includes a healthy traditional food system and resilient and sustainable land and resource development. And we are grateful for their care for these lands over thousands of years.”

For more information please go to:

<http://www.engage.gov.bc.ca/govtogetherBC/consultation/komoks-treaty>

## CAO

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**From:** AVICC <avicc@ubcm.ca>  
**Sent:** November 8, 2022 10:12 AM  
**To:** AVICC  
**Subject:** AVICC 1st Call for 2023 Resolutions and Nominations for AVICC Executive  
**Attachments:** 2023 AVICC Call for Resolutions.pdf; 2023 Call for Nominations- form.pdf

*Please forward to elected officials, the CAO and Corporate Officer.*

The AVICC Executive is putting out a first call for resolutions to be considered at the 2023 convention. The convention is being planned as an in-person event to be held April 14-16 in Nanaimo at the Vancouver Island Conference Centre. AVICC member local governments may now submit board or council endorsed resolutions following the requirements outlined in the attached call for resolutions.

The deadline for resolutions is **noon on Thursday February 9, 2023**. Please follow the guidelines to ensure resolutions are submitted that provide AVICC and UBCM with clear policy direction for advocacy. Sending in resolutions well ahead of the deadline is strongly encouraged to allow time to review submissions with the sponsoring local government.

The second document attached has information on nominating members to serve on the 2023/2024 AVICC Executive Committee. The deadline to receive nominations is also **noon on Thursday February 9, 2023**.

There will be a second email sent out with information on submitting suggestions for workshops and speakers at the convention. That email will also have information on how to book hotel rooms in Nanaimo for the convention.

We look forward to seeing you in Nanaimo in April!



## 2023 AGM & CONVENTION

# RESOLUTIONS NOTICE REQUEST FOR SUBMISSIONS

The AVICC Executive is calling for resolutions to be considered at the 2023 AGM and Convention that, subject to public health order restrictions, will be held in Nanaimo at the Vancouver Island Conference Centre as an in-person event from April 14-16, 2023.

Members are now asked to submit resolutions with the requirements outlined in the following pages.

### DEADLINE FOR RESOLUTIONS

AVICC must receive all resolutions by: **4:30 pm, Thursday, February 9, 2022**

### IMPORTANT SUBMISSION REQUIREMENTS

To submit a resolution to the AVICC for consideration please send:

1. One copy as a **word document** by email to [avicc@ubcm.ca](mailto:avicc@ubcm.ca) by the deadline; AND
2. One copy of the resolution by regular mail that may be received after the deadline to:  
AVICC, 525 Government Street, Victoria, BC V8V 0A8

AVICC's goal is to have resolutions that can be clearly understood, and that have specific actions. If a resolution is endorsed, it's "therefore clause" will form the basis for advocacy work with other levels of government and agencies. Detailed guidelines for preparing a resolution follow, but the basic requirements are:

- Resolutions are only accepted from AVICC member local governments, and must have been endorsed by the board or council.
- Members are responsible for submitting accurate resolutions. AVICC recommends that local government staff assist in drafting the resolutions, check the accuracy of legislative references, and be able to answer questions from AVICC & UBCM about each resolution. Please contact AVICC & UBCM for assistance in drafting the resolution.
- Each resolution **must include a separate backgrounder** that is a maximum of 3 pages and specific to a **single** resolution. Do not submit backgrounders for multiple resolutions. The backgrounder may include links to other information sources and reports.
- Sponsors should be prepared to speak to their resolutions.
- Resolutions must be relevant to other local governments within AVICC rather than specific to a single member government.
- The resolution must have at least one "whereas" clause and should not contain more than two "whereas" clauses. Each whereas clause must only have **one sentence**.

### **LATE AND OFF THE FLOOR RESOLUTIONS**

- a. A resolution submitted after the regular deadline is treated as a "Late Resolution". Late Resolutions need to be received by AVICC by noon on **Wednesday, April 12<sup>th</sup>, 2023**.
- b. Late resolutions are not included in the resolutions package sent out to members before the Convention. They are included in the Report on Late Resolutions that is distributed on-site.
- c. The Resolutions Committee only recommends late resolutions for debate if the topic was not known prior to the regular deadline date or if it is emergency in nature. Late resolutions require a special motion at the convention to admit for debate.
- d. Late resolutions are considered after all resolutions printed in the Resolutions Book have been debated. The time is set out in the program, and is normally on Sunday morning.
- e. Off the Floor resolutions must be submitted in writing to the Chair of the Resolutions Session, and copies must be made available to all delegates no later than Sunday morning.

### **UBCM RESOLUTION PROCEDURES**

UBCM urges members to submit resolutions to Area Associations for consideration. Resolutions endorsed at Area Association annual meetings are submitted automatically to UBCM for consideration and do not need to be re-submitted to UBCM by the sponsor.

UBCM and its member local governments have observed that submitting resolutions first to Area Associations results in better quality resolutions overall. If absolutely necessary, however, local governments may submit council or board endorsed resolutions directly to UBCM prior to June 30. Should this be necessary, detailed instructions are available on the UBCM website.

### **UBCM RESOLUTIONS PROCESS**

1. Members submit resolutions to their Area Association for debate.
2. The Area Association submits resolutions endorsed at its Convention to UBCM.
3. The UBCM Resolutions Committee reviews the resolutions for submission to its Convention.
4. Resolutions endorsed at the UBCM Convention are submitted to the appropriate level of government for response.
5. UBCM will forward the response to the resolution sponsor for review.

## **UBCM RESOLUTIONS GUIDELINES**

### **The Construction of a Resolution:**

All resolutions contain a preamble – the whereas clause(s) – and an enactment clause. The preamble describes **the issue** and the enactment clause outlines **the action being** requested of AVICC and/or UBCM. A resolution should answer the following three questions:

- a) **What is the problem?**
- b) **What is causing the problem?**
- c) **What is the best way to solve the problem?**

### **Preamble:**

The preamble begins with "WHEREAS", and is a concise paragraph about the nature of the problem or the reason for the request. It answers questions (a) and (b) above, stating the problem and its cause, and should explain, clearly and briefly, the reasons for the resolution.

The preamble should contain no more than two "WHEREAS" clauses. Supporting background documents can describe the problem more fully if necessary. Do not add extra clauses.

Only one sentence per WHEREAS clause.

### **Enactment Clause:**

The enactment clause begins with the phrase "Therefore be it resolved", and is a concise sentence that answers question (c) above, suggesting the best way to solve the problem. **The enactment should propose a specific action by AVICC and/or UBCM.**

Keep the enactment clause as short as possible, and clearly describe the action being requested. The wording should leave no doubt about the proposed action.

## **HOW TO DRAFT A RESOLUTION**

### **1. Address one specific subject in the text of the resolution.**

Since your community seeks to influence attitudes and inspire action, limit the scope of a resolution to one specific subject or issue. Delegates will not support a resolution if it is unclear or too complex for them to understand quickly. If there are multiple topics in a resolution, the resolution may be sent back to the sponsor to rework and resubmit, and may end up as a Late Resolution not admitted for debate.

### **2. For resolutions to be debated at UBCM, focus on issues that are province-wide.**

The issue identified in the resolution should be relevant to other local governments across BC. This will support productive debate and assist UBCM to represent your concern effectively to the provincial or federal government on behalf of all BC municipalities and regional districts. Regionally specific resolutions may be referred back to the AVICC, and may not be entered for debate during the UBCM Convention.

### **3. Use simple, action-oriented language and avoid ambiguous terms.**

Explain the background briefly and state the desired action clearly. Delegates can then debate the resolution without having to try to interpret complicated text or vague concepts.

#### **4. Check legislative references for accuracy.**

Research the legislation on the subject so the resolution is accurate. Where necessary, identify:

- the correct jurisdictional responsibility (responsible ministry or department, and whether provincial or federal government); and
- the correct legislation, including the title of the act or regulation.

#### **5. Provide factual background information.**

Even a carefully written resolution may not be able to convey the full scope of the problem or the action being requested. Provide factual background information to ensure that the resolution is understood fully so that members understand what they are debating and UBCM can advocate effectively with other levels of government and agencies.

Each resolution **must include a separate backgrounder** that is a maximum of 3 pages and specific to a single resolution. Do not submit backgrounders that relate to multiple resolutions. The backgrounder may include links to other information sources and reports.

The backgrounder should outline what led to the presentation and adoption of the resolution by the local government, and can link to the report presented to the council or board along with the resolution. Resolutions submitted without background information **will not be considered** until the sponsor has provided adequate background information. This could result in the resolution being returned and having to be resubmitted as a late resolution.

#### **6. Construct a brief, descriptive title.**

A title identifies the intent of the resolution and helps eliminate the possibility of misinterpretation. It is usually drawn from the "enactment clause" of the resolution. For ease of printing in the Annual Report and Resolutions Book and for clarity, a title should be no more than three or four words.

### **TEMPLATE FOR A RESOLUTION**

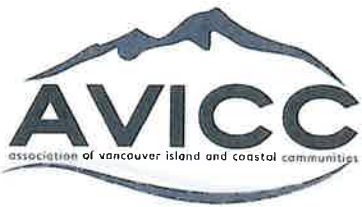
Whereas << *this is the area to include an issue statement that outlines the nature of the problem or the reason for the request* >> ;

And whereas << *if more information is useful to answer the questions - what is the problem? what is causing the problem?>> :*

Therefore be it resolved that AVICC & UBCM << *specify here the action(s) that AVICC & UBCM are being asked to take on, and what government agency the associations should be contacting to solve the problem identified in the whereas clauses* >>.

*If absolutely necessary, there can be a second enactment clause (the "therefore" clause that specifies the action requested) with the following format:*

And be it further resolved that << *specify any additional actions needed to address the problem identified in the whereas clauses* >>.



## 2023 AGM & CONVENTION

### CALL FOR NOMINATIONS FOR AVICC EXECUTIVE

AVICC members elect directors to the Executive Committee at the AGM. The Executive Committee ensures that the policies set by the general membership are carried forward, and provides direction for the Association between annual meetings. This circular is notice of the AVICC Executive Committee positions open for nomination, and the procedures for nomination.

#### 1. POSITIONS OPEN TO NOMINATIONS

The following positions are open for nomination:

- President
- First Vice-President
- Second Vice-President
- Director at Large (3 positions)
- Electoral Area Representative

#### 2. NOMINATION PROCESS AND QUALIFICATIONS FOR OFFICE

Candidates must be an elected official of an AVICC local government member and must be nominated by two elected officials of an AVICC local government member. Background information on the key responsibilities and commitments of an AVICC Executive member is provided following the nomination form. The Chair of the 2023 Nominating Committee is Past President Ian Morrison.

#### 3. NEXT STEPS

The Nominating Committee will review the credentials of each candidate for eligibility. A Report on Nominations including a photo and biography will be prepared under the direction of the Nominating Committee, and distributed prior to the Convention.

**To be included in the Report on Nominations,  
Nominations Must Be Received by 4:30 PM, Thursday, February 9, 2023**

#### 4. AT CONVENTION

Candidates may also be nominated at the Convention from the floor. Candidates and their two nominators must be elected officials of an AVICC local government member.

#### 5. FURTHER INFORMATION

All enquiries should be directed to:

**Past President Ian Morrison, Chair, 2022 Nominating Committee  
c/o AVICC**

**525 Government Street  
Victoria, BC V8V 0A8  
Phone: (604) 270-8226 ext 221  
email: [avicc@ubcm.ca](mailto:avicc@ubcm.ca)**



## NOMINATIONS FOR THE 2023-24 AVICC EXECUTIVE

We are qualified under the AVICC Constitution to nominate<sup>1</sup> a candidate and we nominate:

Candidate Name: \_\_\_\_\_

Local Government Position (Mayor/Councillor/Director): \_\_\_\_\_

Local Government Represented: \_\_\_\_\_

**AVICC Executive Office** Nominated For: \_\_\_\_\_

### MEMBERS NOMINATING THE CANDIDATE:

Printed Name: \_\_\_\_\_ Printed Name: \_\_\_\_\_

Position: \_\_\_\_\_ Position: \_\_\_\_\_

Muni/RD: \_\_\_\_\_ Muni/RD: \_\_\_\_\_

Signature: \_\_\_\_\_ Signature: \_\_\_\_\_

### CONSENT FORM

I consent to this nomination and attest that I am qualified to be a candidate for the office I have been nominated for pursuant to the AVICC Bylaws and Constitution<sup>2</sup>. I also agree to provide the following information to [avicc@ubcm.ca](mailto:avicc@ubcm.ca) by **4:30 PM, Thursday February 9, 2023**.

- Photo in digital format
- Biographical information of approximately 300 words that may be edited by AVICC

Printed Name: \_\_\_\_\_

Current Position: \_\_\_\_\_

Muni/RD: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

<sup>1</sup> Nominations require two elected officials of local governments that are members of the Association.

<sup>2</sup> All nominees must be an elected official of an AVICC local government member. Nominees for the position of Electoral Area Representative must be an Electoral Area Director.

**Return To: Past President Ian Morrison, Chair, Nominating Committee,  
c/o AVICC, 525 Government Street, Victoria, BC V8V 0A8  
or scan and email to [avicc@ubcm.ca](mailto:avicc@ubcm.ca)**



## **BACKGROUND INFORMATION FOR CANDIDATES TO THE AVICC EXECUTIVE**

### **1. RESPONSIBILITY OF AVICC EXECUTIVE**

Under the AVICC Bylaws:

*"The Executive shall manage or supervise the management of the Society"*

See <http://avicc.ca/about-the-avicc/constitution-bylaws/> for a complete copy of the AVICC Constitution and Bylaws.

### **2. AVICC EXECUTIVE STRUCTURE**

- President
- First Vice-President
- Second Vice-President
- Director at Large (three positions)
- Electoral Area Representative
- Past President

#### **COMMITTEES**

The President may appoint Executive members to AVICC committees and to external committees and working groups as required. The Nominating Committee is a standing committee and is comprised of the Past President and the Executive Director. All members of the Executive serve on the Resolutions Committee.

#### **CONTRACTED EMPLOYEE**

The Association contracts with UBCM for the provision of key services that support the Association. A staff person provides the key functions. The President is responsible for overseeing the regular activities of the Association and for providing direction to staff.

### **3. EXECUTIVE MEETINGS**

The full Executive normally meets in person five times a year, following this pattern:

- During the last day of the annual Convention (less than 15 minutes)
- Mid June
- End of October
- Mid January
- Thursday before the Annual Convention

Executive meetings (other than those held in conjunction with the Convention) are generally held on a Friday or Saturday from 10:00 am to 3:00 pm and are typically held in Nanaimo. Online meetings usually occur 2-3 times per year on an as needed basis (60-90 minutes).

Travel expenses and a per diem are provided for Executive Meetings. For the meeting held on the Thursday before the Convention, reimbursement is only for the added expenses that would not normally be incurred for attending the annual Convention. AVICC does not provide Executive members with complimentary registration for the AGM and Convention.

**Lisa Clark**

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**From:** AVICC <[avicc@ubcm.ca](mailto:avicc@ubcm.ca)>  
**Sent:** Wednesday, November 9, 2022 4:00 PM  
**To:** AVICC  
**Subject:** AVICC Workshop Suggestions, Hotels for 2023 Convention  
**Attachments:** AVICC Session Submission Form 2023.docx

*Please forward to elected officials, the CAO and Corporate Officer:*

**Suggest a Workshop or Speaker**

The 2023 AGM and Convention is being planned as an in-person event for April 14<sup>th</sup>-16<sup>th</sup> at the Vancouver Island Conference Centre in Nanaimo.

Is there a topic you'd like to hear about? Do you have a speaker you'd like to suggest? Send in your suggestions by completing the attached form, and submitting it by email to [avicc@ubcm.ca](mailto:avicc@ubcm.ca). The AVICC Executive will review all the suggestions at our December meeting, so please send in your forms by **December 9, 2022**. We appreciate your input!

**Hotels for 2022 Convention**

AVICC has set up room blocks with three hotels located close to the conference centre for the convenience of our members, and details on how to book rooms through these blocks is available on the website for [2023 Accommodations in Nanaimo](#).

When planning your stay, please remember that pre-convention workshops and tours will be offered for those interested on the morning of Friday, April 14<sup>th</sup>, usually starting at 8:30 am. The official convention opening is at 2 pm on Friday, April 14<sup>th</sup> and finishes at noon on Sunday, April 16<sup>th</sup>. The AVICC banquet will be held on Saturday night. Please review the hotel cancellation policy for your hotel; generally, each reservation requires a one-night non-refundable deposit. The deposit would be waived in the event that the convention has to be cancelled due to COVID restrictions.

There is more information on other accommodation options and activities in Nanaimo available at [Tourism Nanaimo](#).



**AVICC 2023 Convention**  
**April 14-16, 2023**  
**Vancouver Island Conference Centre**  
**CALL FOR SUBMISSIONS**

Thank you for your interest in participating in the 2023 AVICC Convention. It will be held Friday through Sunday, April 14-16, 2023 at the Vancouver Island Conference Centre in Nanaimo.

To submit a proposal fill in the information requested below and email this document back as a **word document** to [avicc@ubcm.ca](mailto:avicc@ubcm.ca)

The deadline for submissions is Thursday, December 9, 2022.

There are limited spots on the program including 45 to 60 minute plenary presentations, 60 minute concurrent workshops on Saturday afternoon, and two to three hour pre-convention workshops and study tours on Friday morning.

Delegates prefer sessions that involve multi-party perspectives and ones that are interactive rather than “talking heads”.

Title of Session:	
Name of Organization:	
Contact Person Name:	
Phone:	
Address:	
Email:	

Session Description (for review of AVICC Executive Committee in choosing sessions. This information will also be used in program materials):	
Proposed Session Length:	
Preferred Time and Day:	
Audio Visual Requirements:	
Travel or other expenses if any:	
# of Proposed Presenters:	
Name - Presenter #1:	
Bio and Organization - Presenter #1:	
Name - Presenter #2:	
Bio and Organization - Presenter #2:	
Name - Presenter #3:	
Bio and Organization - Presenter #3:	
Name - Presenter #4:	
Bio and Organization - Presenter #4:	

Any other Information or requirements:	
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Successful applicants must confirm their session description, session title, and final list of presenters with AVICC by February 2, 2023 for inclusion in the program.

Changes to presenters or failure to meet this deadline may result in the session being cancelled.

Presenters agree to submit all PowerPoint presentations by March 31<sup>st</sup>, 2023.

**I agree to the above conditions and deadlines:**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

## CAO

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**Subject:** FW: Aquaculture Update from DFO - Net Pen Transition Plan Engagement Session- November 25, 2022

**From:** AVICC <[avicc@ubcm.ca](mailto:avicc@ubcm.ca)>

**Sent:** Monday, November 7, 2022 4:44 PM

**To:** AVICC <[avicc@ubcm.ca](mailto:avicc@ubcm.ca)>

**Subject:** Aquaculture Update from DFO - Net Pen Transition Plan Engagement Session- November 25, 2022

*Please forward to elected officials, the CAO and Corporate Officer:*

The Minister of Fisheries and Oceans was mandated to work with the Province of British Columbia and Indigenous communities on a responsible plan to transition from open-net pen salmon farming in coastal British Columbia. As part of the first phase of engagement, a Discussion Framework document was released on July 30 to guide discussions and provide background on the initiative: <https://www.pac.dfo-mpo.gc.ca/consultation/aquaculture/bc-transition-cb/cadre-discussion-framework-eng.html>

Virtual engagement sessions were held with First Nations and stakeholders throughout the summer and explored the various themes of the Framework. A virtual workshop session for local governments was held on September 1st, 2022 to review the draft Framework and discuss questions within the document.

The project is currently in the next phase of engagement which will gather input from various constituencies of interest to develop recommendations for the plan. The plan is scheduled to be finalized for late spring 2023.

A virtual engagement session to review the draft framework and to engage with local governments on the development of a Net Pen Transition Plan for salmon aquaculture in B.C. will be held on **Friday, November 25, 2022 from 9:00 a.m. to 12:00 p.m.** The main topics to be discussed with local governments include collaborative governance, policy and regulation, and licensing. Socio-economic themes will be woven in all of those topics. The Department of Fisheries and Oceans is requesting that the Mayor or Chair of each local government, or their designate, attend this session.

To register for the November 25<sup>th</sup> session, email [DFO.PACAquacultureEngagement-EngagementdelaquaculturePAC.MPO@dfo-mpo.gc.ca](mailto:DFO.PACAquacultureEngagement-EngagementdelaquaculturePAC.MPO@dfo-mpo.gc.ca) and indicate that you would like to attend the local government session on November 25<sup>th</sup>.



Government  
of Canada

Gouvernement  
du Canada

[Canada.ca](#) > [Fisheries and Oceans Canada](#) > [Pacific Region](#) > [Engagement](#)

> [Aquaculture](#)

> [Share and view ideas: Discussion framework for a BC aquaculture open-net pen transition pla...](#)

# The future of salmon aquaculture in British Columbia - Toward an open-net pen transition plan: A framework for discussion

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## A new framework for sustainable aquaculture in British Columbia

Wild Pacific salmon are iconic species that have high environmental and cultural value both to Indigenous peoples, and all people of British Columbia (B.C.), which are facing historic threats. The health and well-being of salmon is of great importance, and with their numbers in decline, governments and partners must take bold action to strengthen and rebuild their populations. Wild salmon are subject to many stressors which have a cumulative impact on



their health, and evolving science and a precautionary approach must continue to inform the Government of Canada's understanding and management approach.

B.C.'s ocean spaces support a thriving marine-based salmon aquaculture industry, which is an important contributor to Canada's economy and food security. Aquaculture is B.C.'s largest agricultural export and its production represents 60% of Canada's total salmon production<sup>1</sup>. Canadians, however, have polarized views on the benefits and risks of culturing salmon in open-net pens along B.C.'s coast. A robust and evolving body of science and research continually provides new information about interactions between wild and cultured salmon.

In 2019, and again in 2021, Canada's Minister of Fisheries, Oceans and the Canadian Coast Guard was mandated to continue to work with the Province of B.C. and Indigenous communities on a responsible plan to transition from open-net pen salmon farming in coastal B.C. waters by 2025. Fisheries and Oceans Canada (DFO) has been tasked to work collaboratively with partners, including the Province of B.C., Indigenous communities and industry leaders, to develop an open-net pen transition plan. *The Future of Salmon Aquaculture in British Columbia – Toward an Open-Net Pen Transition Plan* provides a framework for engagement to meet this ministerial mandate commitment.

Over the next year, DFO will undertake a phased engagement approach which will invite First Nations, the aquaculture sector, B.C. communities, academia, and conservation organizations to provide feedback as to what should be included in an open-net pen transition plan, and to work collaboratively to shape the plan. This framework provides a proposed approach, including a scope and time frame. Each of the phases of engagement will reflect back upon the feedback which has been provided by British Columbians, while setting out

additional levels of detail about what a final plan would include. By the end of the next year, a plan will be produced which will clearly define a proposed open-net pen transition for B.C.'s salmon aquaculture industry.

This framework proposes a **vision** for the open-net pen transition plan:

Advance innovation and growth in sustainable aquaculture in British Columbia that progressively minimizes or eliminates interactions between salmon open-net pens and wild salmon while also taking into account social, cultural and economic objectives.

Over the past several years, DFO has led engagement with First Nations and stakeholders to examine key topics relevant to this transition, such as fish health, the role of technology in supporting sustainable finfish aquaculture, and the role that more area-based approaches to management may offer. The vision is guided by input received from these previous engagement and reports, including the engagement conducted by former Parliamentary Secretary Terry Beech in 2020 to 2021 with First Nations, communities, interest groups, the public, and parliamentarians, and a series of round tables in the spring of 2022 with Minister Joyce Murray.

To implement the proposed vision, a transition plan will be framed around 4 objectives, which would transform the salmon aquaculture industry in B.C.:

1. **Transition from open-net pen salmon aquaculture:** For the existing marine-based salmon aquaculture industry, create a regulatory climate which will incent adoption of alternative production technology and tools with the goal of progressively minimizing or eliminating interactions between cultured and wild salmon
2. **Trust and transparency:** Improve trust and transparency in processes which assess and respond to new scientific information, demonstrating

clear and quantifiable improvement in sustainable performance, ensuring Canadians have confidence in management of aquaculture

3. **Reconciliation and Indigenous partnerships:** Support enhanced First Nations' engagement in the management of aquaculture, including through collaborative planning and decision-making
4. **Growth in B.C. sustainable aquaculture innovation:** A whole-of-government approach to attract investment and advance innovation and development of new alternative production technology systems, including closed containment, to make B.C. a global leader in innovative aquaculture, which minimizes environmental impact.

The transition plan will detail an expected and quantifiable set of metrics for type, scale and timing of results to progressively minimize or eliminate interactions between cultured and wild salmon, and transition from current open-net pen production methods. It will build upon the work that has been done to improve the environmental performance of the industry and take a strong precautionary approach alongside the Department's efforts to restore wild Pacific salmon stocks.

Through its development and implementation, the transition plan will clearly show how government assesses the latest developments in science and how it assesses and incorporates risk into its adaptive management approach.

The Government of Canada sees this transition as an opportunity for the salmon aquaculture sector to be a leader in Canada's blue economy, however it is important that this is done in a sustainable manner that clearly progressively minimizes or eliminates the potential for risks to wild salmon. To support reconciliation, this plan will address opportunities to enhance Indigenous engagement and participation in aquaculture management.

## Engagement and consultation phases

This framework document supports the next phases of engagement and consultation on the development of a transition plan. It provides an overview of options for achieving the proposed vision, while inviting innovative contributions as consultation and engagement progresses. Consultation and engagement will be undertaken in a phased approach from late July 2022 to March 2023.

### **Phase 1 (Late July to September 2022)**

Phase 1 focuses on information sharing and initial input on the framework through virtual workshops and online consultation. Invitations for virtual workshops will be emailed to First Nations, Indigenous organizations, Industry, conservation groups and local governments in B.C. An online survey will be open for public input through [DFO Pacific Region's consultations and engagement](#) website.

### **Phase 2 (September to December 2022)**

Phase 2 will provide opportunities for detailed dialogue and the exchange of ideas through workshops, roundtables, and meetings. Invitations will be emailed to First Nations and stakeholders in September for participation in Phase Two focused dialogue. DFO recognizes that many First Nations throughout B.C., whether they have salmon aquaculture in their territory or not, may want to contribute to this dialogue. In this phase more detailed information will be presented which will look at recommendations for inclusion in the final transition plan.

### **Phase 3 (January to March 2023)**

Phase 3 will be available for all interested First Nations who want to continue their dialogue with DFO to ensure that they are thoroughly engaged and consulted in discussions related to potential outcomes of a transition plan. This phase will also ensure that all stakeholder groups have the opportunity to hear and respond to the input of other groups.

### **Phase 4 (March to June 2023)**

Phase 4 will be a continuation of consultations, but more focused on addressing specific concerns and that perspectives are meaningfully considered in drafting the final transition plan.

Further detail on engagement and consultation will be available on the DFO website. As each phase of engagement is completed engagement materials will be updated and shared with First Nations and stakeholders. This phased engagement and consultation will invite perspectives to be meaningfully considered in collaborative development of a final transition plan. Once a transition plan is finalized in June 2023, the Government of Canada intends to further engage with First Nations and stakeholders on the next phases of plan implementation.

## **Working together**

### **Advancing reconciliation**

The Government of Canada is committed to reconciliation with Indigenous peoples. The Prime Minister has directed Cabinet ministers to implement the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and to work in partnership with Indigenous peoples to advance their rights. The Government of Canada is aware that there are diverse views among First Nations in B.C. about how these rights intersect with future decisions about open-net pen salmon aquaculture. The Government will work with First Nations to understand their interests and priorities for a transition plan, and its implementation. This applies to First Nations historically dependent on salmon for food, social, and ceremonial (FSC) purposes, in coastal and non-coastal fresh-water territories.

The Government of Canada acknowledges that First Nations assert a right to assess and define their relationship with the aquaculture industry. For First Nations in partnership agreements with aquaculture companies, this may mean maintaining local partnerships that contribute to economic opportunities for their communities. DFO has heard that some First Nations feel it is important that they have the capacity for: aquaculture research; monitoring of aquaculture activities and of wild salmon in their territories; and a role in

management. For First Nations concerned about impacts on migrating wild salmon populations, this may include science and stewardship focused engagement. These perspectives should be a part of the discussions related to development and implementation of a transition plan.

### **Engagement and transparency in the development of a transition plan**

The Province of B.C., First Nations, local governments, industry, and other parties all have a role in the development of a transition plan. A collaborative Strategic Oversight Committee and Technical Working Group has been formed to bring DFO, the Province of B.C., and First Nations together to provide leadership in the development of a plan. Individual First Nations will have the opportunity to be engaged bilaterally throughout the process to help define how a transition plan is developed and implemented, and how it relates to their rights. Key groups such as industry and local governments will be engaged throughout the process. The input received will assure the development of a transition plan that meets the needs of all parties.

### **Salmon aquaculture as part of British Columbia's blue economy**

Salmon aquaculture is an important contributor to the B.C. economy. The proposed intent of a transition plan is to ensure the sector causes very little or no damage to the environment, and in particular wild Pacific salmon stocks, allowing the sector to continue in a sustainable manner. Getting this transition plan right will be important for the estimated 1,650 people who are directly employed in the aquaculture industry in B.C.<sup>2</sup>, those employed in wild salmon harvest and processing, and many more are employed in related fields, including Indigenous-owned businesses.

Salmon aquaculture provides stable and predictable year-round economic opportunities to First Nations and B.C. coastal communities. The sector is an important source of employment for First Nations, with Indigenous peoples representing approximately 30% of the labour force of the 4 largest salmon

aquaculture companies<sup>3</sup>. A large percentage of cultured salmon is raised in areas where First Nations have some form of agreement with aquaculture operators. Such agreements have a range of benefits, from information-sharing to monetary support and job creation. Numerous Indigenous owned businesses also support the aquaculture industry, through business such as net washing, freight transport, water taxis, contracted harvest vessels, and value added processing. In a number of cases First Nations hold the tenures for the locations where aquaculture companies have licences.

### **Considerations for a transition plan**

There are strongly held, polarized views among Canadians on the benefits and risks of open-net pen salmon aquaculture in B.C., and what should constitute a responsible transition plan. The primary imperative is to apply the best available science, and a precautionary approach, to reduce potential risk and ensure low impact and environmental sustainability. A transition plan should consider other key factors such as: environmental risks and impacts; technological development timelines and viability; new and emerging science; competitiveness and viability of the industry; social and cultural factors; community economic considerations; Indigenous knowledge; relationships between Indigenous, provincial and federal governments; and input from stakeholders.

The proposed objectives below outline bold actions that could be taken on 4 fronts: transition from open-net pen aquaculture; trust and transparency; reconciliation and partnerships, and, growth in B.C. sustainable aquaculture innovation. The remainder of this document provides a potential approach for each of these elements in a transition plan, as a foundation for engagement. Over the coming months through engagement and consultation, additional information will be incorporated into these objectives to create the proposed open-net pen transition plan.

# Objective 1 - Transition from open-net pen salmon aquaculture

The first objective of a transition plan is: **Transition from open-net pen salmon aquaculture.**

For the existing marine-based salmon aquaculture industry, create a regulatory climate which will incent adoption of alternative production technology and tools with the goal of progressively minimizing or eliminating interactions between cultured and wild salmon.

## **Table: Strategic shift for objective 1 - Transition from open-net pen salmon aquaculture**

<b>Strategic shift</b>	Increased sustainability of the salmon aquaculture sector
<b>From</b>	New and emerging science has raised a number of concerns on aquaculture-related stressors such as pathogen and disease transfer. A majority of British Columbians view open-net pen aquaculture as a risk to wild salmon and the environment.
<b>To</b>	An innovative and sustainable salmon aquaculture industry, supported by robust science, that demonstrates its environmental leadership and creates public confidence.



## Approach

- Use of regulatory tools (e.g. licensing) to require adoption of alternative production technology for marine facilities, including closed and semi-closed containment, that progressively minimizes or eliminates interactions between cultured and wild salmon. Phase-out of a number of salmon aquaculture licences, if they do not meet new standards
- Land-based facilities grow larger smolts that require less time in the marine environment to grow to market size; and/or, land-based facilities fully grow salmon and alternative species to market size
- Strategic area-based aquaculture planning and management that considers wild fish interactions, migratory routes, and timelines; coordinates stocking, treatment, and fallowing; and enhances engagement of local, provincial, and First Nations governments
- Robust monitoring of cultured and wild salmon for pests and pathogens associated with aquaculture activities, with clear public reporting and feedback to management and decision-making

Past engagement and research show that a transition from open-net pen salmon aquaculture to alternative sustainable production technologies requires a regulatory environment that supports innovation. A key recommendation from the Indigenous Multi-Stakeholder Advisory Body (IMAB) technical working group on salmonid alternative production technologies was to establish a permitting and regulatory framework with clear requirements, service standards and licence durations to attract investment<sup>4</sup>. Similarly, the *State of Salmon Aquaculture Technologies* report recommended a clear legislative and regulatory framework to support future development of production technologies; and noted that approvals for more biomass production, especially in the marine environment, may encourage growth and innovation<sup>37</sup>

but must be tied to requirements of higher performance of new production technologies <sup>5</sup>. Feedback from a variety of stakeholders and Indigenous groups urged DFO to set clear goals, and then to allow industry to find innovative ways to meet those goals.

Through previous engagement such as former Parliamentary Secretary Terry Beech's initial engagement on a transition plan, DFO has heard that investment in new technologies requires business certainty <sup>6</sup>. A clear and defined pathway to transition, with transparent metrics for success, is key and should involve all of those impacted, including the Province of B.C., First Nations, industry, local governments, and other stakeholders. Rather than mandating the use of specific technology, a transition plan should incentivize the adoption of new management tools that require interactions with wild salmon be progressively minimized or eliminated. The goal of this approach would be to define incremental improvements in environmental performance which would provide evidence of a move to progressively minimize or eliminate interaction between cultured and wild salmon.

One option for incenting innovation recommended by the Indigenous and Multi-stakeholder Advisory Body's Salmonid Alternative Technologies Technical Working Group report was to explore the concept of a developmental licence/tenure. Such a licensing regime would create an environment which would support the development and trialing of technologies to progressively minimize or eliminate interactions between cultured and wild salmon. Changes to the licence/tenure regime would require discussions between DFO, Transport Canada, and the Province of B.C.

A dual stream licensing approach could include the creation of a new class of enhanced performance licences, as an alternative to standard licences. For both licence types, details related to changes to a licensing regime would be explored through this engagement process. This includes consideration as to whether industry should finance innovation and technology required to meet<sup>38</sup>

increasingly stringent standards that progressively minimize or eliminate interactions between cultured and wild salmon. While a dual stream licensing approach is one way to address the key elements of a blue economy by prioritizing innovation and growth in sustainable marine-based technologies that raise the bar on environmental performance of the aquaculture sector, the Government of Canada remains open to alternative ideas brought forward through the engagement process.

The proposed enhanced performance licence stream would provide an incentive for companies to meet higher standards of performance to gain the security of a longer term licence. Eligibility would require operators to demonstrate the adoption of enhanced tools that would be embedded in licence conditions, and to provide additional monitoring and reporting to assess their results. This approach would create incentives for industry to invest in partnerships and new technologies, demonstrate a continual increase in environmental performance that progressively minimizes or eliminates interactions between wild and cultured fish, align with the provincial *Salmon Aquaculture Policy* through meaningful engagement with First Nations, respect existing agreements, and support the principles of reconciliation.

Operators who choose to adopt these new tools could request to have their facility licence converted to an enhanced performance licence. Operators not adopting these new tools would, by default, retain a standard licence. Under the proposed approach, standard licences would be for a shorter duration, and with each reissuance, holders of these licences would face increasingly stringent environmental and social standard requirements. Operators not able to demonstrate that they could meet the more stringent standards would see their standard licences phased out. The pace of this change could be linked to overall performance improvements demonstrated by the industry more broadly and could be tracked using a set of defined performance metrics (more specific information on performance metrics is provided below).

Options for new tools being proposed in support of enhanced environmental performance could include any or all of the tools presented in the following table.

**Table: Proposed examples for new tools to support enhanced performance in salmon aquaculture**

**New tools**

**Objective**

Participation in area-based production planning

A coordinated approach to cultured salmon production (stocking, grow-out, harvest and fallow periods) in an area, including coordinated sea lice treatment and disease management protocols. This approach could:

- Disrupt cycles of pathogen, disease, and sea lice transmission
- Progressively minimize or eliminate interactions during times of higher risk for wild salmon

## **New tools**

Reduced overall time that cultured salmon spend in the ocean

Implementation of innovative new technologies which would progressively minimize or eliminate interactions between wild and cultured salmon, that would be measured against performance metrics, predicated on a transition from open-net pens

## **Objective**

Drive land-based technology to grow larger, healthier post-smolt salmon before transferring to marine-based facilities, and/or to culture salmon or alternative species to harvest in land-based facilities. These approaches could:

- Progressively minimize or eliminate disease and sea lice transmission and the number of treatments required
- Progressively minimize or eliminate interactions of cultured salmon with wild fish and marine mammals

Drive adoption of new marine-based innovations and technologies that would minimize interactions between wild and cultured salmon, which could:

- Progressively minimize or eliminate disease and sea lice transmission and the number of treatments required
- Progressively minimize or eliminate interactions of cultured salmon with wild fish and marine mammals

## **New tools**

Participation in wild salmon monitoring or enhancement programs

Use of third party observers, to monitor activities for validated reporting

A requirement to secure local First Nations partnership from those within whose territories the licensed facility is situated

## **Objective**

Salmon aquaculture industry shares responsibility in the protection of wild salmon. This approach could:

- Enhance monitoring and improve data to inform management decisions
- Improve understanding of effects of interactions between cultured and wild salmon
- Contribute to wild salmon enhancement

This approach could:

- Enhance monitoring and improve data to inform management decisions
- Improve public trust and transparency in reporting data

This approach could ensure:

- Opportunities for First Nations to work with industry to set additional locally specific requirements based on Indigenous knowledge, science, preferred technologies, and other considerations
- Opportunities to address local priorities through enhanced standards and management objectives

In order to assess the effectiveness of a new regulatory regime and the tools described above, DFO could require the adoption of enhanced performance metrics, which would provide more information about the level of interaction between wild and cultured fish. The implementation of more advanced and comprehensive metrics would allow government to set specific targets for industry and improve public accountability for progress of the industry's environmental performance. It could also allow for more customized management within specific areas, based upon local environmental conditions and the interests and concerns of First Nations. The following table provides some examples of the types of metrics to consider.

**Table: Proposed examples of enhancement of metrics to assess cultured salmon interactions with wild salmon and the marine environment**

<b>Metrics</b>	<b>Objective</b>
Improved metrics for measuring sea lice impact (e.g. reduced abundance of sea lice, reduced time above the sea lice threshold, reduced number of treatments required), at the facility and/or area-level	Indicate reductions in transmission of sea lice and between wild and cultured salmon
Reduced incidents of cultured salmon mortality by disease or maintaining consistently low mortality by disease	Indicate minimized transfer of pathogens and disease transmission between wild and cultured salmon
Reduced number of disease outbreaks, as measured by reduced incidents of disease treatments	Indicate reduced transmission of pathogens or disease between wild and cultured salmon

## Metrics

## Objective

Reduced incidents of cultured salmon escapes

Indicate reduced interactions between wild fish and cultured salmon

Reduced number of wild fish (e.g. herring) within aquaculture infrastructure, or mortality events/ impacts during site handling events such as mechanical sea lice treatments of cultured salmon

Indicate reduced interactions and impacts on wild fish from salmon aquaculture activities

Reduced incidents of marine mammal and predator interactions with aquaculture facilities

Indicate reduced interactions between marine megafauna and cultured salmon

Enhanced target metrics would be set based on the best available science, with input from First Nations and stakeholders, and could vary based on coastwide or regional environmental, social, and technical factors. They could also be temporal in nature (for example, specific measurements to demonstrate performance during the wild Pacific salmon outmigration period).

In its management of the marine finfish aquaculture industry, DFO collects robust data related to the marine finfish aquaculture industry performance, and requires the collection and submission of additional information from industry. In order to assess the effectiveness of a new regulatory regime and the proposed tools described above, the use of enhanced performance metrics could provide more information about the level of interaction between wild and cultured fish at an aquaculture facility and in an area. Implementation of more advanced and comprehensive metrics would allow government to set specific targets for industry and allow DFO, as the regulator, to assess which types of enhanced performance activities are having the greatest positive impact on reducing or eliminating interactions with wild salmon.



An assessment of the new regulatory approach and industry performance would take place at regular intervals to assess progress and to determine if operators were meeting the requirements imposed upon them. The adoption of new enhanced aquaculture management tools and metrics would support a transition toward progressively minimized or eliminated interactions between cultured and wild salmon. These regulatory options are proposed in this framework for discussion and for feedback during the engagement process.

## **Objective 1: Discussion questions**

### **Discussion questions on the proposed dual licensing approach**

1. Would a dual stream licensing approach be a reasonable approach to promote a transition from open-net pen salmon aquaculture? If not, what other type of approach could DFO consider?
2. Would a dual stream licensing approach address issues of importance to industry, First Nations, and the stakeholders?
3. Could the proposed dual stream licensing approach move forward technology and innovation in a manner that addresses concerns about potential environmental risk?
4. DFO has heard that industry requires a longer licence duration for business certainty and investment, but has also heard that licence durations should be short to maintain a high degree of regulatory control. What do you think is a reasonable licence duration? Do you support the idea of having different licence types with different licence durations?
5. Do you think a developmental licence could be advanced to incent the development and adoption of alternative production systems and technologies in B.C.?

### **Tools: Discussion questions on the proposed enhanced environmental performance**

1. Are the tools proposed to support enhanced environmental performance the right tools to transition B.C.'s marine based salmon aquaculture industry to progressively minimize or eliminate future interactions with wild fish and ecosystems? Are there other tools which should be considered?
2. Do the enhanced environmental performance tools allow flexibility for industry to meet the transition plan's objectives while creating better information to allow government to evaluate interactions between cultured and wild salmon?
3. Should a transition plan consider different environmental performance tools for different species of cultivated fish, for different areas and conditions?
4. Should all aquaculture sites be treated equally, or should smaller marine finfish operations or those growing species other than Atlantic salmon face less restrictive environmental performance standards?
5. What time frame would be realistic for the adoption and implementation of each of the enhanced environmental performance tools?
6. How would you like to see new enhanced environmental performance tools such as these developed? For example, if you would like to see them developed collaboratively, what form should that process take?
7. If enhanced performance licences are able to consistently meet a higher target metric, should all standard licences be adjusted to require a higher level of performance over time?

**Metrics: Discussion questions on the proposed new metrics to evaluate the reduction of interactions between wild and cultured fish**

1. Would the development of enhanced performance metrics help to assess concerns related to the reduction or elimination of interactions between cultured and wild salmon in a transition plan?
2. Recognizing that innovation needs to have room for both success and failure, how should performance metrics be incorporated into the licensing

- regime for the enhanced performance licences?
3. What specific metrics should a transition plan should consider?
  4. Are there other metrics which should be considered?
  5. How would you like to see new metrics such as these developed? For example, if you would like to see them developed collaboratively, what form should that process take?
  6. How should metrics be measured and what should the targets be for reducing or eliminating interactions between wild and cultured fish?

## Objective 2 - Trust and transparency

The second objective of a transition plan is: **Trust and transparency**

Improve trust and transparency in processes which assess and respond to new scientific information, demonstrating clear and quantifiable improvement in sustainable performance, ensuring Canadians have confidence in management of aquaculture.

**Table: Strategic shift for objective 2 - Trust and transparency**

<b>Strategic shift</b>	Improved trust, transparency, and clarity of regulatory goals and actions
<b>From</b>	Conflicting conclusions in the public domain foster a lack of trust in the assessment of risk and impact and the regulation/management of the marine finfish aquaculture industry in B.C.

**To** Clear goals and outcomes support a sustainable aquaculture sector in B.C. informed by a transparent and inclusive science review and assessment process, grounded in an understanding of local ecosystems (and wild salmon health), supported by world leading aquaculture science, and incorporating First Nations science and knowledge.

- Approach**
- Public engagement and knowledge and trust in aquaculture science and how it is used to inform management decisions
  - Clear metrics, developed through public engagement, clearly show progressively minimized or eliminated interactions between cultured and wild fish, and provide evidence of effective management and decision-making
  - Public reporting at the facility, area and coastwide scale provides clear evidence and assessment of interactions and impacts of cultured/ wild fish interactions

The Government of Canada has heard that trust represents a key area of concern in its current management of salmon aquaculture. A transition plan should address this concern and act to build better relationships between and among governments and partners to ensure that new tools, metrics, and monitoring are transparent, collaborative, and grounded in the best available science. Wild salmon monitoring and enhanced understanding of the science related to interactions between cultured and wild fish are important measurements of success in meeting the plan's goal to progressively minimize or eliminate interactions between cultured and wild salmon. By strengthening the transparency of processes for assessing and responding to new scientific information, clearly showing Canadians that regulation and management is effective, demonstrating progressively minimized or eliminated interactions between wild and cultured fish, will rebuild trust and transparency in a robust and innovative sustainable marine finfish aquaculture sector in B.C.

## Objective 2: Discussion questions

### Discussion questions on trust and transparency

1. What elements should be incorporated into a transition plan which will build confidence in the management of aquaculture in B.C.?
2. What steps could be taken to ensure there is broad understanding of both the science process and outcomes of research and their role in decision-making?

## Objective 3 - Reconciliation and Indigenous partnerships

The third objective of a transition plan is: **Reconciliation and Indigenous partnerships**

Support enhanced First Nations' engagement in the management of aquaculture, including through collaborative planning and decision-making.

### Table: Strategic shift for objective 3 - Reconciliation and Indigenous partnerships

<b>Strategic shift</b>	Improved engagement of First Nations communities in management and decision-making
<b>From</b>	Dissatisfaction of First Nations in their current role in areas in which government have authority over aquaculture management

**To** Increased involvement of First Nations in aquaculture activities on their territories, including First Nations agreements required for licensing, Area-Based Aquaculture Management, and First Nations partnerships for monitoring, guardianship programs, and research and development

- Approach**
- Meaningful engagement with First Nations, respect for existing agreements, and support for the principles of reconciliation
  - Drive industry toward true partnerships with Indigenous communities by rewarding strong partnerships, supporting Indigenous Knowledge and Science, and through broader implementation of Area-Based Aquaculture Management

Indigenous peoples have spoken clearly to the Government of Canada, articulating the need to have a broad cross-section of Indigenous voices play a key role in deciding and defining the future of salmon aquaculture in B.C. A transition plan should reflect the input and interests of Indigenous peoples, coastal and non-coastal alike. It should clearly outline the manner in which Indigenous knowledge is incorporated into the management of aquaculture, and provide a framework which facilitates collaborative governance of aquaculture management in a manner that actively engages Indigenous peoples in a way that they feel best accommodates their rights, Title, and unique relationship with the Governments of Canada and British Columbia. This holds true for First Nations with aquaculture on their territories, as well as for First Nations in whose territory salmon are born, and return to spawn.

Starting with a wide and comprehensive engagement process related to this framework, the transition plan should incorporate Indigenous perspectives and viewpoints. The transition plan should also account for collaboration with First Nations throughout its implementation.

## Objective 3: Discussion questions

### Discussion questions related to Reconciliation and Indigenous partnerships

1. Through engagement with Indigenous organizations and First Nations, DFO would like to hear the priorities and aspirations for an open-net pen transition plan.
  - a. How can DFO effectively engage with First Nations who have finfish aquaculture in their territories?
  - b. How can DFO effectively engage with First Nations who do not have salmon aquaculture in their territories, but may have concerns about the implications of aquaculture and a transition plan for issues of critical importance to them, such as healthy wild salmon populations?
2. Is an Area-Based Aquaculture Management approach a tool which would support improved engagement with Indigenous peoples in aquaculture management?
3. What are the most important steps the Government of Canada could take to move forward on this objective?

## Objective 4 - Growth in B.C. sustainable aquaculture innovation

The fourth objective of a transition plan is: **Growth in B.C. sustainable aquaculture innovation**

A whole-of-government approach to attract investment and advance innovation and development of new alternative production technology systems, including closed containment, to make B.C. a global leader in innovative aquaculture, which minimizes environmental impact.

## aquaculture innovation

<b>Strategic shift</b>	Create an environment that supports innovation in sustainable aquaculture management
<b>From</b>	Industry expresses frustration with and is deterred by the lengthy and complex regulatory and licensing regime that has multiple authorizations. Canada is not a desirable location for research and development or innovation in aquaculture technology.
<b>To</b>	Working with other federal departments and the Province of B.C., DFO improves the harmonized whole-of-government approach that supports a clear and nimble regulatory and licensing regime. This creates an environment that attracts innovation, particularly in the land-based sector.
<b>Approach</b>	<ul style="list-style-type: none"><li>• A stable regulatory environment that provides the industry with certainty to innovate and concise, clear licensing requirements to facilitate business development and assistance in siting and developing new land-based facilities</li><li>• An innovative and collaborative industry that is responsive to the goals of open-net pen transition, attracts investment and research and development partnerships within industry and with First Nations. It fosters local and First Nations' business opportunities, and is supported by information and services to take on the business risk of innovation</li><li>• A skilled and flexible workforce, that includes local and First Nations workers, that adapts with a highly innovative industry, including the addition of land-based technology</li></ul>

Through initial consultations, DFO has heard that investment in alternative aquaculture production, including land-based facilities, needs to be encouraged by making B.C. a more globally competitive market that fosters business confidence and drives innovation. At present, much of the innovation,<sup>52</sup>



research, and development in aquaculture in B.C. occurs on a project-by-project basis in an uncoordinated approach across the industry. Working collaboratively, governments should create an attractive business environment that signals Canada is committed to advancing growth in sustainable aquaculture in B.C. More clearly defined government goals for the sector would lead to an innovative and collaborative industry that attracts investment for research and development fosters local and First Nations' business opportunities, and is supported to take on business risk related to innovation.

In the coming decades, growth of the global salmon aquaculture industry is expected to come from production using hybrid systems (combination of land and marine-based and net pen production), closed containment (marine and land-based), and offshore systems. The *State of Salmon Aquaculture Technologies* report assessed the feasibility of alternative technologies and suggested that land-based recirculating aquaculture systems (RAS) and hybrid systems were the most advanced and most ready for adoption in B.C.<sup>7</sup> Technological and economic feasibility are important considerations in the development of a transition plan.

The land-based aquaculture sector is demonstrating potential and is considered by some investors to be a key part of the industry's sustainable future. There is an opportunity for B.C. to be on the leading edge of a future land-based aquaculture sector. Abundant freshwater, clean power and proximity to Asian and United States markets are features that could make B.C. attractive for investment in the land-based industry. Challenges to growth of the land based sector include high startup and capital costs for infrastructure, and the current state of technology and whether it can be proven at a large scale. One objective of a transition plan should be to help draw investment into research and development and new businesses. This could make B.C. a global leader in innovative sustainable aquaculture technology adoption, with the

goal of developing a robust new alternative production and closed-containment sector, including the construction of new land-based aquaculture facilities in more B.C. communities.

DFO has heard that the most important factor for attracting investment is regulatory clarity and certainty. Encouraging investor confidence in the stability and future potential of the aquaculture industry in Canada will be key to attracting investment. DFO would collaborate with the Province of B.C. and other federal departments to establish a strong yet nimble regulatory regime that would open the door to investment and innovation in new land-based closed containment aquaculture production.

There is potential for a transition plan to support investment in a broader range of sustainable aquaculture products in B.C. This could include alternative finfish species, as well as shellfish and marine plants. To provide opportunities for the sector to further diversify, the Government of Canada should work with the Province of B.C., First Nations, and industry to support product and market development of these species. A transition plan would lead the development of a stable regulatory environment that provides industry with certainty to innovate and clear licensing requirements to facilitate business development, for all sustainable aquaculture products.

Throughout previous engagement, advocates for adoption of land-based closed containment technology have underscored the importance of maintaining jobs and economic opportunities in B.C. DFO has also heard from both the land and marine-based sectors that a lack of capacity related to salmon aquaculture goods, services, and expertise, would have a significant negative impact on the development of a land-based sector. They have advocated for a planned transition of existing capacity to allow these businesses to exist through the transition.

Other potential incentives include DFO working with the Province of B.C. and other government departments to explore the use of existing or enhanced tools to attract investment into land-based and other forms of sustainable aquaculture throughout the province. Governments could: facilitate entry for those wanting to invest in the industry; support growth of sector capacity; reduce regulatory barriers; support investment in alternative aquaculture technology research and development; consider working with other partners in development of a Centre of Expertise; or provide training and employment supports to build the necessary skills to support adoption of new technology. New supports could provide better information on funding opportunities related to innovative research, purchase and installation of new technology, recruitment and training to maintain a highly skilled employee pool and other incentives.

## **Objective 4: Discussion questions**

### **Discussion questions on growth in B.C. sustainable aquaculture innovation**

1. Is B.C. an attractive destination for investment in land-based aquaculture?
2. Within a transition plan, what activities or actions would best support collaborations (a) within industry and (b) between different groups to advance investment in alternative production aquaculture projects, including closed containment?
3. What activities or actions would best support research and development, and adoption of new sustainable aquaculture technologies?
4. How can government, through incentives or regulation, best foster a culture of innovation to support advancement of new alternative production aquaculture technologies?
5. How should the transition plan support sustainable aquaculture production of alternative finfish species, shellfish, and marine plants?
6. Would your company, organization, or First Nation participate in or benefit from the development of a Centre of Expertise for sustainable aquaculture

technology? How?

7. What areas of focus would make a Centre of Expertise most beneficial?
8. What are the workforce needs for transitioning the industry toward alternative aquaculture production? What types of worker training and reskilling/upskilling programs are required to meet such needs?
9. What is a reasonable timeframe for a transition to adoption of sustainable alternative aquaculture technologies in B.C.?

## **Key milestones in the salmon aquaculture transition**

Under the guidance of a transition plan, DFO proposes to incentivize a continual improvement in sustainable salmon aquaculture, while supporting B.C.'s aquaculture industry to become the most sustainable in the world. The transition plan should create the conditions to encourage the growth of a new sector of the industry that uses cutting edge alternative production technology, including both land-based closed containment and innovative advancements in technology in the marine environment that demonstrate the ability to progressively minimize or eliminate interactions between cultured and wild salmon.

Under the proposed transition plan approach, regulatory requirements related to performance for salmon aquaculture facilities would continually be raised, and focused on clear goals and transparent tracking of performance. Success would be determined using the application of tools and metrics described in this framework and as further defined based on feedback received through the engagement process.

Facilities that do not innovate, and which fall behind the overall performance of the industry would have their licences phased out. A responsible transition should provide for improvements in performance while supporting associated

infrastructure and the local goods and services industry which supports the aquaculture sector.

An assessment of the progress associated with a transition plan, and any required updates to the approach, would take place at regular intervals throughout implementation of this approach. These reviews would evaluate the progress of industry performance and assess the baseline for performance and corresponding regulatory requirements. This should expedite the transition to either alternative marine or land-based tools and technologies, while maintaining its workforce and supporting industries, and while reducing the risk of economic losses in communities.

## **Next steps**

In the summer and fall of 2022, DFO will engage on this transition plan framework for discussion. The input received will inform the delivery of an open-net pen transition plan by June 2023 with consultation on its implementation in the summer/fall of 2023. The transition plan should aim to position B.C. as a leader in alternative aquaculture production technologies and create economic development and growth in the sustainable aquaculture sector. Once a transition plan is finalized, the Government of Canada will collaborate and engage with the Province of B.C., First Nations, local governments, industry, and other parties on its implementation. In combination with an innovative marine-based sector, the development of opportunities in the land-based sector or other sustainable options will strengthen and diversify the aquaculture industry and support long-term growth of sustainable aquaculture in B.C.

## **Footnotes**

- 1 Farmed salmon, Fisheries and Oceans Canada (2017).
  - 2 Fisheries and the Canadian Economy. Employment, Fisheries and Oceans Canada (2021).
  - 3 Minister of Agriculture's Advisory Council on Finfish Aquaculture (2018) - Gov B.C. (English only)
  - 4 Salmonid alternative production technologies technical working group report, Fisheries and Oceans Canada (2020)
  - 5 State of Salmon Technologies, Gardner-Pinfold (2019)
  - 6 Open-net pen transition plan: Initial engagement process As-was-heard report, Fisheries and Oceans Canada (2021)
  - 7 State of Salmon Technologies, Gardner-Pinfold (2019)
- 

**Date modified:**

2022-07-29

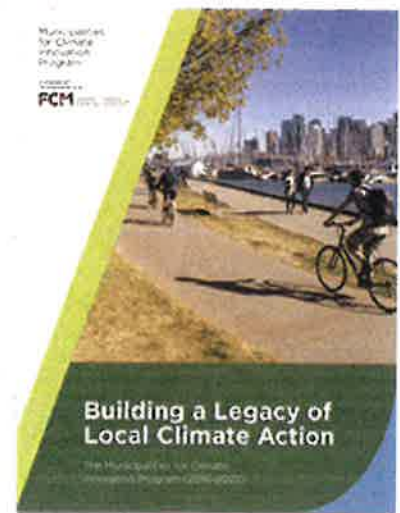
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CANADIENNE DES  
MUNICIPALITÉS[HOME](#) > [RESOURCES](#) > [BUILDING LEGACY LOCAL CLIMATE ACTION](#)

# Building a legacy of local climate action

## The Municipalities for Climate Innovation Program (2016-2022)



Local governments are at the frontlines in the fight against climate action. In Canada, municipalities have influence over roughly 50 percent of the nation's GHG emissions and the ways we live, work and play can have a huge impact. By matching the federal government's emissions reduction targets of 40 to 45 percent below 2005 levels by 2030, municipalities alone could get us halfway to Canada's emissions reduction target of net zero by 2050.



The Municipalities for Climate Innovation Program (MCIP) was a six-year, \$75 million dollar program. In those six years, we provided funding, resources and training to help over 700 local governments meet the challenge of climate change head on.

While MCIP has officially come to an end, our legacy of local climate action lives on. With our support, municipalities built more resilient communities,

reduced GHG emissions and adapted to climate-induced changes like flooding and extreme heat. This report covers the duration of MCIP's lifecycle, from 2016 to 2022.

READ THE REPORT

## What you'll find inside



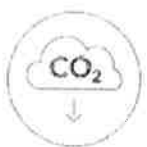
### **Our impact**

Find key facts and figures detailing how MCIP activities supported local climate action



### **Grants for municipalities**

See how \$57 million in MCIP funding supported 322 climate projects in over 700 municipalities



### **GHG emissions reductions**

Learn how 121 municipalities are expected to reduce yearly GHG emissions by 228,205 tonnes per year, the equivalent of growing 3,773,389 tree seedlings over 10 years



### **Climate resilience and adaptation**

Read about innovative climate adaptation projects and their impacts on local communities



### **A national network**

Discover how our national network of over 50 technical training partners supported climate action in over 420 municipalities and First Nations communities

### **Guides and resources**





Find easy-to-understand guides, tools and other resources to help you strengthen your climate skills and knowledge and overcome specific challenges

## Featured resources

Discover tools, guides and more to help your municipality reduce greenhouse gasses and adapt to the impacts of climate change.

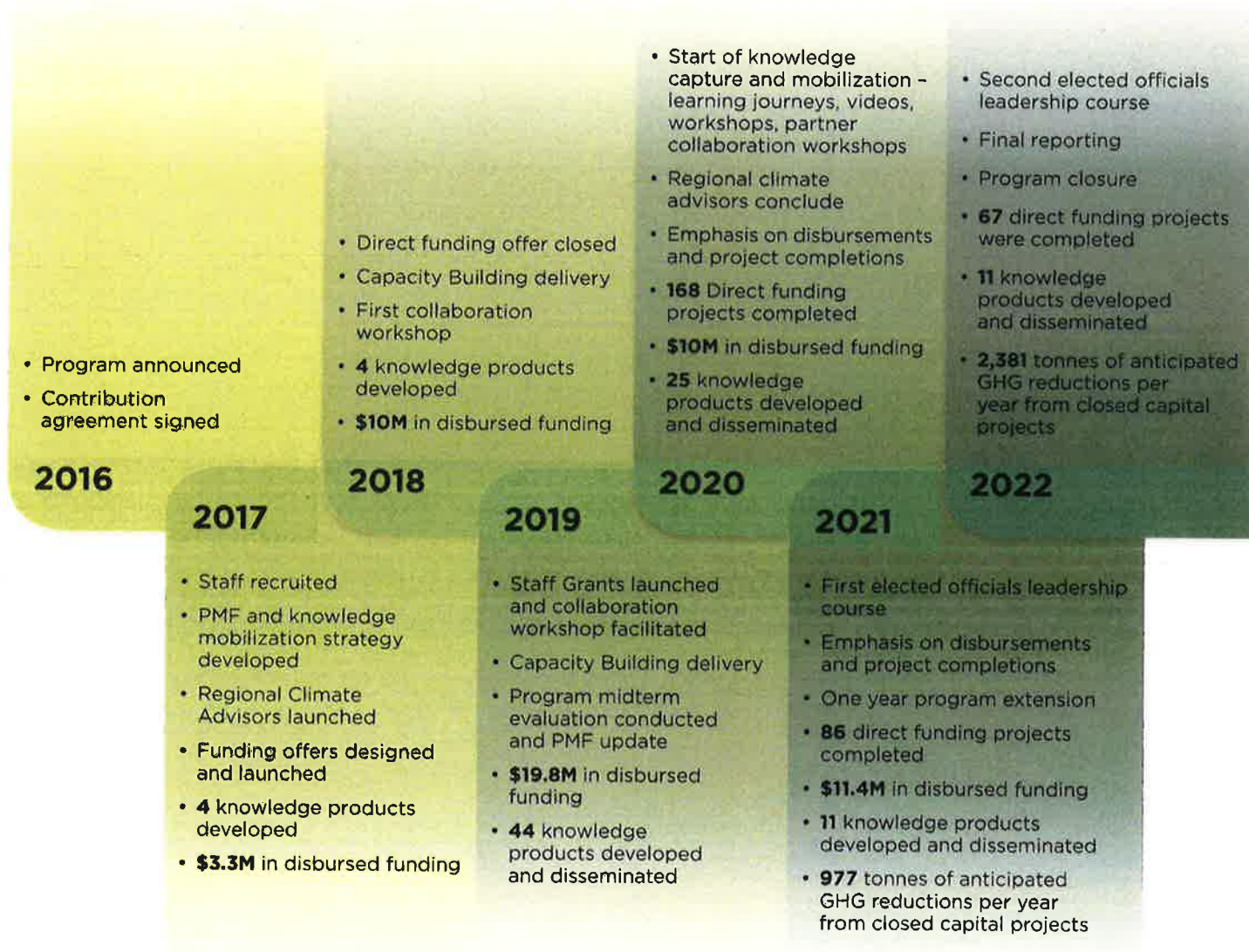


Many MCIP-funded communities are also members of the Partners for Climate Protection (PCP) program. Jointly delivered by ICLEI Canada and FCM, the PCP program is a network of over 520 municipalities dedicated to climate action through the reduction of GHG emissions. MCIP funded the Regional Climate Advisor (RCA) initiative to support PCP municipalities

in progressing through the milestone framework as well as the development of relevant knowledge products.

Over the course of MCIP, FCM has provided **\$54.6 million** in funding to support **321** local climate action projects, developed **90** resource materials and provided coaching and training to over **26,000** elected officials and municipal employees.

## MCIP timeline: 2016-2022



## CAO

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**From:** CAO  
**Sent:** November 9, 2022 10:01 AM  
**To:** CAO  
**Subject:** FW: Congratulations in the 2022 Local Government General Elections

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**From:** Customer Connections BCA:EX <[connect@bcassessment.ca](mailto:connect@bcassessment.ca)>  
**Sent:** November 9, 2022 9:45 AM  
**To:** Village of Sayward <[village@saywardvalley.ca](mailto:village@saywardvalley.ca)>  
**Subject:** Congratulations in the 2022 Local Government General Elections

Dear Mayor Mark Baker and Councilors,

On behalf of BC Assessment, I want to offer my congratulations regarding your recent success in the 2022 local government general elections. My name is Maurice Primeau, and I am the regional liaison for your community.

BC Assessment is the Crown corporation responsible for producing independent and equitable annual property assessments and trusted assessment information. The products and services that we offer support development of strong and vibrant communities in British Columbia.

All British Columbia property owners will receive their annual property assessment notices in early January 2023. You can visit [bcassessment.ca](http://bcassessment.ca) on January 3 to access a variety of 2023 assessment information including searching and comparing 2023 property assessments as well as regional news releases with detailed assessment value changes by community and other market movement trends.

In addition, please visit our Local Government webpage anytime to access self-serve products and services available to support you at: <https://info.bcasessment.ca/services-products/government/local-government/> Our Local Government Department strives to serve local governments with continuous improvement to ensure our products and services effectively meet your needs. You can contact our Local Government Department at [localgovernment@bcassessment.ca](mailto:localgovernment@bcassessment.ca).

Congratulations once again, and we welcome opportunities to grow the relationship between BC Assessment and your Council. We look forward to connecting with you at upcoming local government conferences and we are available to present to your Council upon request to share more details about our mandate and specific market activity within your community.

Sincerely,

Maurice Primeau  
Deputy Assessor, Nanaimo Office  
[maurice.primeau@bcassessment.ca](mailto:maurice.primeau@bcassessment.ca)  
1-866-valueBC (825-8322) x 04260



File: 18046-20/2023 Campbell River FSP

November 9, 2022

Village of Sayward  
PO BOX 29  
Sayward BC  
V0N 1R0

**Re: Referral of BC Timber Sales 2023 Campbell River Forest Stewardship Plan #936**

To Whom It May Concern:

BC Timber Sales (BCTS) Strait of Georgia Business Area to provide notification of the commencement of the review and comment period for the proposed BCTS 2023 Campbell River Forest Stewardship Plan (FSP) #936, replacing the BCTS 2018 Campbell River FSP #688.

The proposed BCTS Campbell River FSP #936 will cover operations of FSP signatories in the Sayward, Salmon, Adam/Eve, Naka, Tsitika, Gold, Burman, Tahsish, Artlish, Kashutl, Eliza, and Kaouk, Landscape Units that are overlapped by Forest Development Units (FDUs) described under this FSP. These operations are currently covered under the existing BCTS Campbell River FSP #688 which was originally approved on February 20, 2018 and is due to expire on February 20, 2023.

The Cape Mudge Forestry Ltd will also be a signatory to the proposed Campbell River FSP #936 with operations in the Salmon and Sayward FDUs.

The proposed FSP document and associated maps can be viewed online at:

<https://www2.gov.bc.ca/gov/content/industry/forestry/bc-timber-sales/fsp>

A copy can be viewed by appointment at the Strait of Georgia Timber Sales Office at 370 South Dogwood Street, Campbell River, V9W 6Y7.

Please contact Daniel Doubinin, Planning Forester, by phone at (250) 850-1692 or by email at [BCTS.TSG.Planning@gov.bc.ca](mailto:BCTS.TSG.Planning@gov.bc.ca) to arrange a time to view the documents.

Page 1 of 2

Ministry of Forests

BC Timber Sales  
Strait of Georgia Business Area

Location:  
370 South Dogwood Street  
Campbell River

Mailing Address:  
370 South Dogwood Street  
Campbell River, BC V9W 6Y7

Tel: (250) 286-9300  
Fax: (250) 286-9420



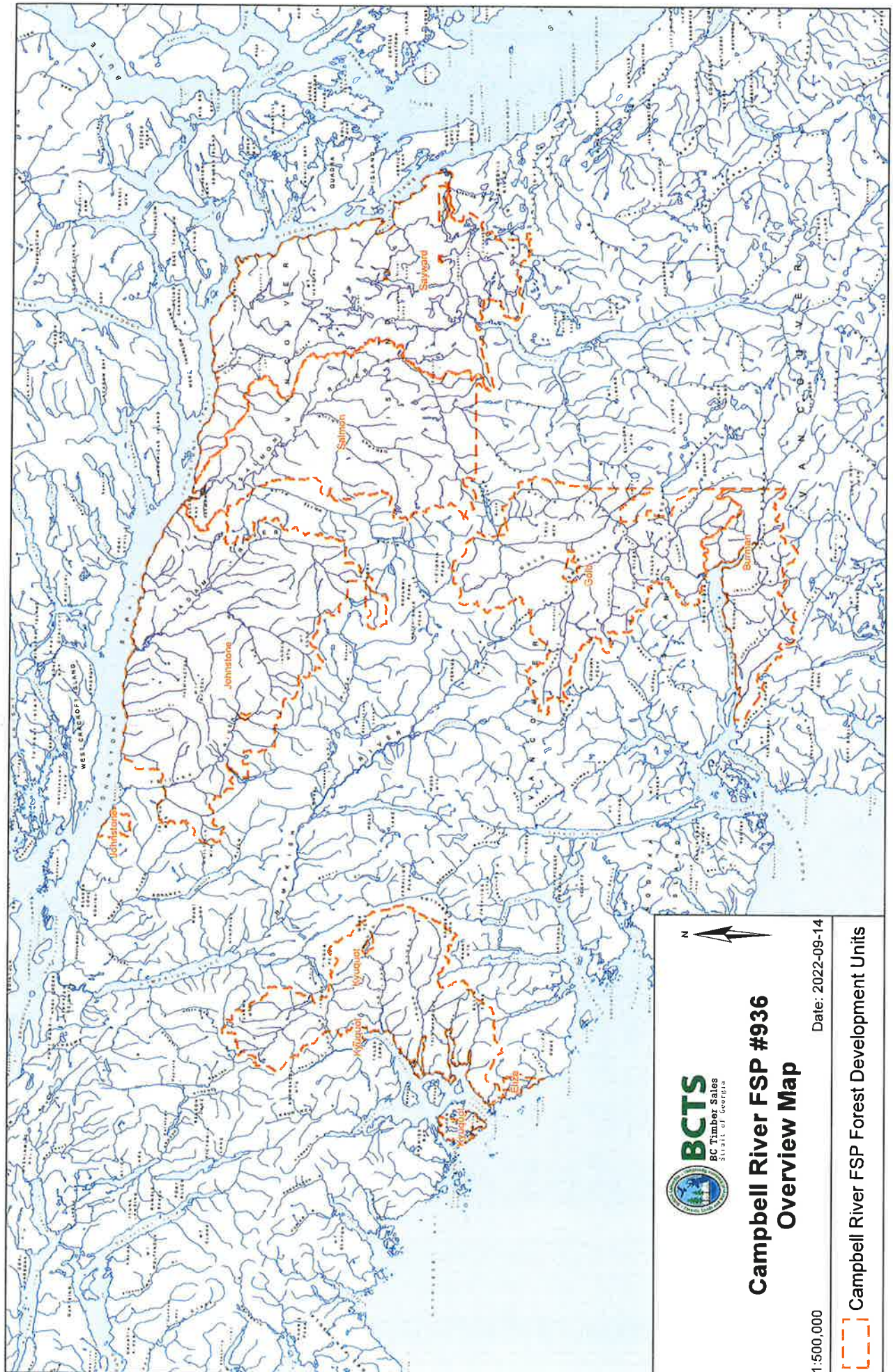
The FSP is available for public review and comment until January 9, 2023. Please provide any comments or questions in writing to Daniel Doubinin at [BCTS.TSG.Planning@gov.bc.ca](mailto:BCTS.TSG.Planning@gov.bc.ca), or to the mailing address noted above. For the feedback to be considered prior to the final submission of the FSP document, written comments must be received on or before January 9, 2023.

Sincerely,

Daniel Doubinin, RPF  
Planning Forester  
BCTS Strait of Georgia

Attachment: Campbell River FSP #936 Overview Map






# **Campbell River FSP #936 Overview Map**

Date: 2022-09-14

1:500,000

 Campbell River FSP Forest Development Units





*November 1, 2022*

Mayor Mark Baker and Council  
Village of Sayward  
652 H'Kusam Way  
Sayward, BC V0P 1R0

Dear Mayor Baker and Council,

On behalf of Grieg Seafood BC Ltd. (Grieg), I would like to extend our congratulations on your successful election campaigns. Congratulations Mayor Baker on your return to City Hall, as well as the incumbents – Councillors Tom Tinsley and Sue Poulsen. We would also like to recognize and congratulate the new members joining council – Kohen Gilkin and Scott Burchett.

As some of you may already know, Grieg is a salmon farming company. Our head office is located in downtown Campbell River.

We are proud of the work we do and would like to extend a warm invitation to you and District staff to tour some of our facilities, including the new recirculating aquaculture system (RAS) facility at our Gold River Hatchery, our Broodstock facility and any of our ocean-based farms.

Enclosed with this letter are some recent news releases and fact sheets to provide additional detail on some of our recent programs and initiatives, all aimed at improving overall operations and mitigating potential impacts. They also provide additional information about what we do.

Moving forward, we envision Grieg continuing to help shape the future of rural, coastal BC, and lead the way in demonstrating the value of responsible farming in BC. We support this work through our commitment to innovation, sustainability, reconciliation, and playing an active role in the recovery of wild salmon populations through local enhancement and restoration projects and initiatives.

We look forward to meeting with you to build an understanding of your collective vision for the community, and how Grieg can support the Village of Sayward in achieving this. Members of my team will be reaching out in the coming days to welcome you and see if we can accommodate a tour or arrange for a delegation at an upcoming Council meeting. We will also be extending an invitation to an upcoming virtual Operations Update meeting, which we host bi-annually.

Again, my sincere congratulations on behalf of the Grieg Seafood leadership team. If you have any questions regarding Grieg, please reach out to me directly. I can be reached at 250-286-0838, or by email at [jennifer.woodland@griegseafood.com](mailto:jennifer.woodland@griegseafood.com).

Sincerely,



Jennifer Woodland  
Managing Director  
Grieg Seafood BC Ltd.

CC:	<i>Kohen Gilkin</i>	<i>Councillor</i>
	<i>Tom Tinsley</i>	<i>Councillor</i>
	<i>Scott Burchett</i>	<i>Councillor</i>
	<i>Sue Poulsen</i>	<i>Councillor</i>
	<i>Lisa Clark</i>	<i>CFO</i>



**SAYWARD TOUR DE ROCK 2022**  
**c/o Box 27, Sayward, BC V0P 1R0**

October 10, 2022

Village of Sayward  
Sayward, BC V0P 1R0

Mayor and Council.

On behalf of the Sayward Tour de Rock Committee, I wish to thank you very much for your generous donation of the use of the Kelsey Centre Gym, Pool, Sauna, tables, and cots for the riders and support crew.

Due to the generosity of sponsors such as you, the event this year raised \$6,400.00 for the COPS for Cancer Tour de Rock ride from Port Alice to Victoria. 100% of the proceeds raised goes to the Canadian Cancer Society to be used for pediatric cancer research and programs for children and teens with a history of cancer including Camp Goodtimes. Camp Goodtimes is a place where, for a time, these children can escape their frightening and often painful world of cancer treatments.

It is our sincere hope that you will continue to support this worthwhile event in the future.

Sincerely.



Joyce Ellis

Chair

Sayward Tour de Rock Committee 2022



## **MAYORS REPORT**

**For:** Mayor and Council  
**From:** Mayor Baker  
**Subject:** Christmas Celebrations and Committee of the Whole  
**Meeting date:** November 15, 2022

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### **DISCUSSION**

#### **Christmas Celebrations**

We need some help in making this celebration happen:

- Car parade from Junction to Village
- Home decorating review team to look at Christmas lights in Village and Valley, adjudicate for prizes
- Invite businesses or families locally to donate prizes
- Christmas tree – to be donated by WFP (Public Works staff will ensure hole is made sufficient to support the tree)
- Organize tree decorations (Mascon to help?)
- Volunteers

#### **Committee of the Whole (COW) meeting**

Have given this some thought. The topics include explanation and discussion on, Orientation Binder, Code of Conduct Bylaw, Dress Code, and Procedure Bylaw.

Therefore, I am suggesting to Council to have a COW meeting on Tuesday December 13, 2022 at 7pm.

### **STAFF RECOMMENDATIONS**

THAT Council receives the Mayor's report for information and discussion.

Respectfully submitted,

---

Mayor Mark Baker



## STAFF REPORT

**For:** Mayor and Council  
**From:** Lisa Clark, Corporate Officer  
**Subject:** 2023 Regular Council Meeting Schedule  
**Meeting date:** November 15, 2022

---

### BACKGROUND

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

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

### DISCUSSION

Staff have prepared a 2023 Regular Council Meeting Schedule for Council's review and approval. Staff will note that Council usually varies the schedule for the summer, and in keeping with past practices, staff suggest one meeting each month for July and August, both on the third Tuesday. Also, the second meeting in September has been moved to the 4<sup>th</sup> Tuesday in order to accommodate members attending UBCM in the third week of September.

### STAFF RECOMMENDATIONS

THAT Council approves the attached 2023 Regular Council Meeting Schedule as presented noting that the July, August and September meetings are varied from Council Procedure Bylaw No. 416, 2015.

Respectfully submitted,

---

Lisa Clark, Corporate Officer

Attachments:

- 2023 Regular Council Meeting Schedule



### **Notice of Regular Council Meetings**

The Village of Sayward Regular Council Meetings for the year 2023 will held in Council Chambers located at 652 H'Kusam Way at 7:00 PM on the following dates:

January	Tuesday	3
January	Tuesday	17
February	Tuesday	7
February	Tuesday	21
March	Tuesday	7
March	Tuesday	21
April	Tuesday	4
April	Tuesday	18
May	Tuesday	2
May	Tuesday	16
June	Tuesday	6
June	Tuesday	20
July	Tuesday	18
August	Tuesday	15
September	Tuesday	5
September	Tuesday	26
October	Tuesday	3
October	Tuesday	17
November	Tuesday	7
November	Tuesday	21
December	Tuesday	5
December	Tuesday	19

#### **Notes:**

1. LGLA Elected Officials Series February 15-17 in Nanaimo
2. AVICC 2022 April 14-16 in Nanaimo
3. UBCM 2021 September 18-22 in Vancouver



## STAFF REPORT

**To:** Mayor and Council  
**From:** Lisa Clark, CFO  
**Subject:** Financial Plan 2023-2027  
**Meeting date:** November 15, 2022

---

### BACKGROUND

The five-year Financial Plan (FP) is developed by Council through their strategic planning process and the Council approved Strategic Plan. This document identifies for staff, and the public, what types and quality of services are to be provided by the Village.

The most recent strategic planning session was held on November 20, 2021 and an updated Strategic Plan (SP) was presented to Council for approval on December 9, 2021 (attached).

### DISCUSSION

With the new Council and a new CAO expected to start late 2022 or early 2023 Staff recommend that a strategic planning session be held in Spring or Summer of 2023 in preparation for the 2024-2028 financial planning sessions. For 2023-2027 Staff recommend the current SP remain in place and items that have not been completed be added to the 2023-2027 F/P.

The FP bylaw and Tax Rate bylaw must be approved by Council before May 15 of each year as set out in the *Community Charter*.

Staff recommend the following dates be set aside for the financial plan process (Committee of the Whole meetings):

**Tuesday January 24, 2023**

**Tuesday February 14, 2023**

**Tuesday February 28, 2023**

The following suggested timetable for working towards the 2023-2027 Financial Plan has been listed below:

	Item	Notes	Timeline
1	Staff reviews 2022-2026 FP and existing SP	Staff Report with timetable for 2023-2027 financial planning sessions to Council	November 15 <sup>th</sup> regular meeting
2	Staff work on draft FP and Capital Plan for 2023-2027 based on SP, approved outstanding items not yet completed, and input from department managers		November 2022 to January 2023

## FINANCIAL PLAN 2023-2027

3	<b>FP Process:</b> A. COW Council Meeting January 24, 2023. Detailed review of FP/Capital Projects B. COW Council Meeting February 14, 2023. Detailed review of FP/Capital Projects C. COW Council Meeting February 28, 2023. Final review of FP/Capital Projects D. Council Meeting March 21, 2023. First three readings of the FP Bylaw E. Council Meeting April 4, 2023. Final reading of the FP Bylaw	Each meeting will refine the Financial and Capital Plans and provide time for Council review, public input, and questions. The timeline will also allow for research and reporting back to Council on identified issues.  Adopt Financial and Capital Plan	January 24, 2023  February 14, 2023  February 28, 2023  March 21, 2023  April 4, 2023
4	Tax Rate Bylaw, Fees & Charges Amendment Bylaw (for water, sewer, solid waste fees)		Adopted by mid May, first 3 readings April 18, 2023, Final reading May 2, 2023.

### STAFF RECOMMENDATIONS

THAT Council schedule the following Committee of the Whole meetings for Financial Planning purposes:

Tuesday January 24, 2023

Tuesday February 14, 2023

Tuesday February 28, 2023

Respectfully submitted,

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Lisa Clark, CFO

Attachments:

- **2022 Strategic Plan**



## STAFF REPORT

**For:** Mayor and Council  
**From:** John France, Acting CAO  
**Subject:** Orientation Binder and Projects Summary  
**Meeting date:** November 15, 2022

---

### BACKGROUND

Staff, with Council assistance, put together an orientation binder containing useful information, bylaws, budgets, policies, best practices etc. to assist in the learning curve you all face as Council members. Council asked that the binder be discussed at the November 15 meeting, if Council has any other information, they think would be useful to include in the binder, Staff can append accordingly.

### DISCUSSION

The binder discussion is subject to the Mayor's report in this agenda.

The following is a list of the major currently active projects and processes.

1	<b>Actions on Resolutions</b> - The CO and CAO have gone through all the resolutions passed this year and a few remain to be answered. CAO will go through list with the Mayor, some actions are stale dated, and no action is recommended. Missed items are mainly due to staff turnover as best we can tell. We do plan to go over resolutions from 2021, as time permits.	
2	<b>Sayward Projects and Initiatives (SPIT) report</b> - This report lists all the Council projects/initiatives Staff are working on. It is important that Council is kept informed on progress being made and on Staff workload. The SPIT report has not been updated in four months and is a priority for the December Council meeting. Items included in this report will be added to the SPIT report where necessary.	
3	<b>Five Year Financial Plan</b> - One of the first and biggest issues facing Council is the budget. There is always competing interests for our tax dollars. Staff are looking at providing council with a report on new tax sources and options to modify property tax class multiples (multiples modify the tax rates charged on a particular property class). By changing a multiple, it would increase the taxes on a property class to better reflect the services used by that property class. New taxes include water and sewer parcel or frontage taxes and DCC's. Staff will provide a report outlining these options as part of the budget process.	

4	<p><b>Relations Building</b>  MOTION R22/160  MOVED AND SECONDED  THAT Council receive, discuss, and provide Staff with direction on the Council Orientation 2022/23 and Meetings Schedule report; and,  THAT Council direct staff to make reservations, when available, to the Elected Officials workshop planned for Nanaimo February 15-17, 2023, at the Vancouver Island Conference Centre; and,  THAT Council recommend to the new Council that they plan for a relations building and SP process for early spring 2023; and,  THAT the October 18 Council meeting be cancelled; and,  FINALLY THAT staff be directed to procure the services of a facilitator for the relations building and SP process. <span style="float: right;">CARRIED</span></p> <p>The Mayor and Staff have discussed a relations building session with a local consultant. A proposal will be placed on the December 6 Council agenda. Staff have spoken with a consultant on doing a Strategic Planning session and their proposal will also be on the December 6 Council agenda.</p>	
5	<p><b>Strategic Plan</b> - As mentioned above is planned for after the budget is complete, April 2023</p>	
6	<p><b>OCP</b> – A staff report is included on the OCP and First Nations issues within the in-camera agenda. The OCP is substantially complete but with more work needed on First Nation engagement process. Completion dates depend on the engagement process, and it is expected the OCP process will be completed by June/July 2023.</p>	
7	<p><b>Water Issues</b> – There has always been concern about our water sources/availability especially with climate change. The Newcastle Creek watershed is not large, and logging has a major impact on the forest's ability to retain water. Urban Systems has been asked to give us a quote to look at both ground water and surface water options in our area. Staff will report back to Council when the quotes come in. At the same time, pressure should continue to be put on the log sort to use less processed water, they are currently using approximately 40% of our water production (item 3 above impacts on this one. Finding resources to fund the reports).</p>	
	<p><b>Land use</b> - We are continuing to work on the four land use issues with the help of a consultant, these are the top priority issues. Van Brocklin, Couverdon subdivision, Adama rezoning/subdivision, and 711 Kelsey way.</p>	
	<p><b>Chickens</b> – Council has asked for a Chicken issue outline, bylaws to be amended, zoning, designs for cages approvals and upkeep, chicken permit, enforcement etc. A report is on the November 15 Council meeting agenda.</p>	



	<b>Recreation Stats</b> – Staff are working on a reporting format to show community use of the Kelsey Centre and surveys to engage feedback from residents on Kelsey Centre programming. Report out to Council as part of budget process.	
	<b>Snow removal signage</b> - Signage has been ordered. Notices have gone out in the Newsletter and on our website to advise residents to not park on boulevards from November 15 to March 15.	
	<p><b>Camera System for Kelsey Centre</b>  MOTION R22/171  MOVED AND SECONDED  THAT Council receive, discuss, and provide direction on the Vandalism/Camera system report; and,  THAT Council direct staff to obtain two quotes to replace the camera system; and,  THAT Staff be authorized to replace the camera system to a maximum of \$15,000; and,  FURTHER THAT COVID-19 Reserve funds be used to used to purchase the camera system; and,</p> <p>This issue stems from vandalism of the Age Friendly van and illegal dumping at the recycle area. Existing system is old, partly non-functioning and is not technically capable of recording with sufficient clarity to read license plates. Staff have contacted several suppliers, and received the required two quotes per policy, project set to start end of November.</p>	
	<b>Public Works Staffing</b> - Staff are working on the logistics of hiring an additional public works worker to provide back up to existing staff and to provide for job continuity as current Staff are nearing retirement. We have new info on a job description, but funding is an issue. This issue is probably one for the new CAO.	

As stated, these are the most pressing issues identified by Staff but there most certainly others. The complete list, SPIT report, will be presented to Council in December.

## RECOMMENDATION

THAT Council receive and discuss the Orientation Binder and Projects Summary report.

Respectfully submitted,

---

John France, Acting CAO



## **STAFF REPORT**

**For:** Mayor and Council  
**From:** John France, Acting CAO  
**Subject:** **Active Transportation Study 2022**  
**Meeting date:** November 15, 2022

---

### **DISCUSSION**

The attached study was accepted by the funders and meets their reporting out requirements. The report was written with input from Village residents and portions of it have been included in the Official Community Plan (OCP). With Council's acceptance of the report, this completes this particular part of the OCP process.

### **STAFF RECOMMENDATIONS**

THAT Council receives and approves the Active Transportation Study.

Respectfully submitted,

---

John France Acting CAO

#### **Attachments:**

- **Active Transportation Study**

# Active Transportation Study

October 2022



Village of  
Sayward

Prepared by the Mount Arrowsmith Biosphere Region  
Research Institute

# Acknowledgements

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We respectfully acknowledge the location of the Village of Sayward in the unceded Traditional Territory of the K'ómoks, We Wai Kai and Wei Wai Kum First Nations, the traditional keepers of the land.

This report was developed by the Mount Arrowsmith Biosphere Region Research Institute (MABRRI), an entity of Vancouver Island University (VIU), with assistance from the Village of Sayward staff and Urban Systems Ltd.

A special thanks to the community members who provided input for the creation of this report.

Cover image courtesy of the Village of Sayward website  
All other images provided by author, unless otherwise noted.





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# Introduction

## Active Transportation

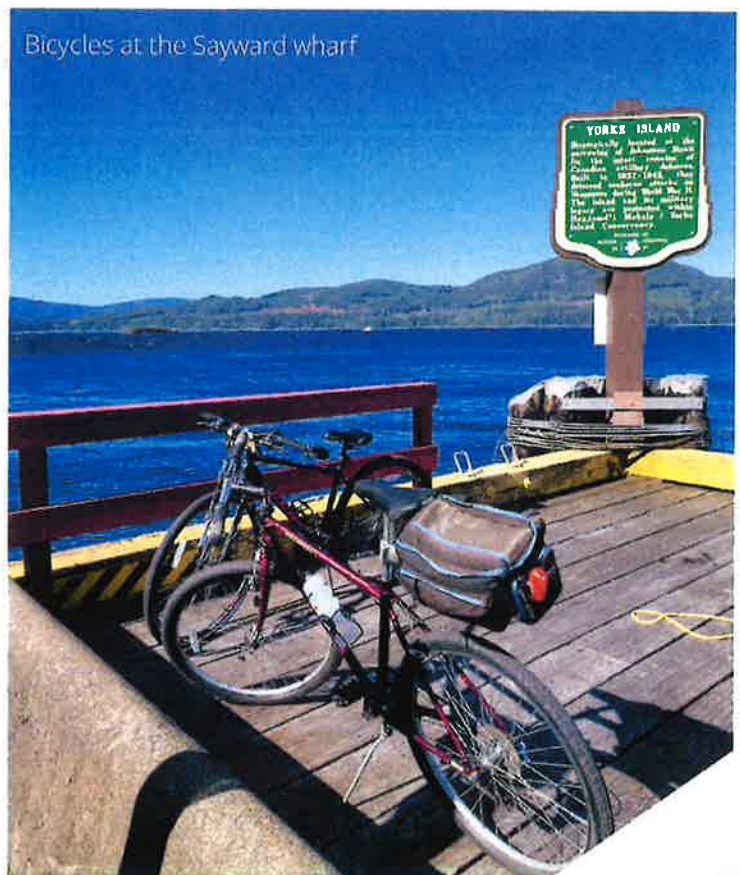
The Government of British Columbia defines active transportation as "human-powered transportation that connects your destinations. For example you might walk to the grocery store, cycle to work, kayak to a picnic, or ski to school. If you get to your destination under your own power, that's active transportation. Active transportation also includes travelling with the help of a device that gives you a boost, such as: mobility aids, electric bikes (e-bikes), and electric kick scooters (e-scooters)" (Ministry of Transportation and Infrastructure, 2021).

This definition is in line with that of Transport Canada, which also provides a succinct description of active transportation infrastructure: "those elements that support active transportation, such as improved sidewalks, dedicated bike lanes, pedestrian-bicycle signals and safer crossing points, bike racks, and greenways for walking and cycling." (2011, p. 5)

The current goal of the provincial government is to double the percentage of trips taken by active transportation by 2030.

This can be achieved several ways:

- Increase the overall number of active transportation trips
- Replace an automobile trip with and active transportation trip
- Reduce the overall number of automobile trips



## Why is Active Transportation Important?

There are numerous social benefits of active transportation that affect public health, quality of life, community connection, safety, economics, the environment and sustainability. The BC Ministry of Transportation and Infrastructure (2019) provides explanations and evidence for these benefits as summarized below.



### Public Health

Active transportation gives individuals a reason to engage in physical activity during their everyday activities. Even a small amount of daily activity reduces the chances of people leading sedentary lifestyles. A sedentary lifestyle often results in obesity or other chronic health conditions. Regular exercise decreases risk of early death. Beyond the physical health benefits, increased physical activity has been shown to improve psychological well being.



### Quality of Life

Active transportation gives those who do not drive more options for moving around their community and contributes to the potential for higher quality of life. The option to use active transportation provides new means of access for those who chose not to drive, those who cannot afford a private automobile, those unable to drive for health or other reasons, or individuals not yet at the age of obtaining a license.



### Community Connection & Safety

Active transportation makes interaction between community members more likely and can be seen as a mechanism for building community. Additionally, with the promotion of slower traffic speeds to be compatible with active modes, the risk of collisions and death is reduced, benefitting all road users.





## Economy

The economy benefits from active transportation for several reasons. On an individual scale, people and their families are likely to have lower transportation costs. Walkable neighbourhoods draw visitors and people are more likely to be patrons of local businesses when they are on foot. Additionally, with people leading healthier lifestyles, there is less pressure on the healthcare system.

and policies. Improving active transportation infrastructure and reducing barriers or distances between destinations might encourage more people to bike, walk, or scoot to daily services and amenities. Promoting active transportation often requires an examination of how to improve safety, access, affordability, and age-friendliness. The Sayward Active Transportation Plan will consider these aspects in its assessment and recommendations.



## Environment & Sustainability

When more people use active transportation for their daily commute, less carbon pollution is emitted, ultimately making the air, land, and water cleaner. Replacing automobile trips with active transportation reduces wear and tear on roads and other infrastructure, making it last longer before repair or replacement.

To foster these benefits, communities can plan for the improvement of active transportation infrastructure



Photo courtesy of Artur Stanulevich on Unsplash

## Complete Streets in a Rural Context

Transport Canada (2009) provides a clear definition of the term “complete streets”, which was only coined in 2003 but has quickly become common parlance for planners and transportation advocates alike:

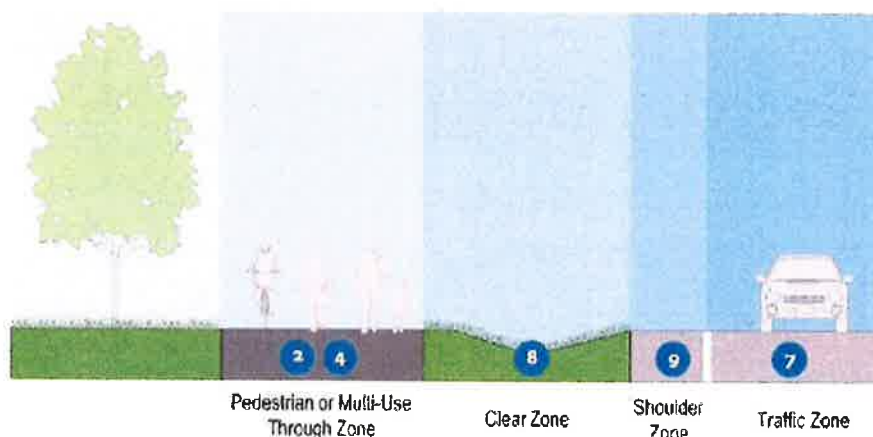
“complete streets are designed to be safe, convenient and comfortable for every user, regardless of transportation mode, physical ability or age.

The National Complete Streets Coalition (NCSC) defines a complete street as “a street that works for motorists, bus riders, cyclists and pedestrians, including those with disabilities.”

A complete street is, therefore, one that takes into account each mode of transport and uses a variety of policies, bylaws and infrastructure to make a street fully multi-modal” (Transport Canada, 2009, p. 1).

This requires planners and engineers to challenge the traditional philosophy in which they have been approaching the design of streets. Instead of focusing solely on the capacity and traffic volumes of vehicles, a more holistic approach needs to be taken. Designing complete streets requires professionals to consider the greater goals of the community or project, including thinking about the future

**Figure 1: Cross-section of Rural Street Zones**



(Ministry of Transportation and Infrastructure, 2019, p. B19)

use of the land. The design is developed with consideration for all people who will be using the road, focusing on how to accommodate diverse travel modes and individual abilities.

Street typologies, speeds, and the surrounding land use context, including intensity of development patterns, are two attributes that should be considered in planning complete streets for rural

communities. The Ministry of Transportation and Infrastructure (2019) gives the following design guidance on recommended (desirable) and functional minimum (constrained limit) widths for pedestrian through zones.

The Ministry of Transportation and Infrastructure (2019) also provides three guiding principles in regard to active transportation in a rural context (Figure 2).

**Table 1: Pedestrian Through Zone Recommended Widths**

Land Use Context	Road Type	Separation	Desirable (m)	Constrained Limit (m)*
Single- Family Residential	Local	Non-Separated or Separated	1.8	1.8
	Collector/Arterial**	Separated	1.8	1.8
Multi- Family Residential	Local	Non-Separated or Separated	2.1	1.8
	Collector/Arterial**	Separated	2.4	1.8
Industrial	Any**	Separated	2.1	1.8
Commercial	Any**	Separated	2.4-3.0	2.1
Area of high pedestrian activity (including temporary, special event, or seasonal)***	Any	Separated	3.0-4.0	2.4

\* The absolute minimum width of the Pedestrian Through Zone is 1.5 metres, which should only be used under constrained conditions for distances under 100 metres

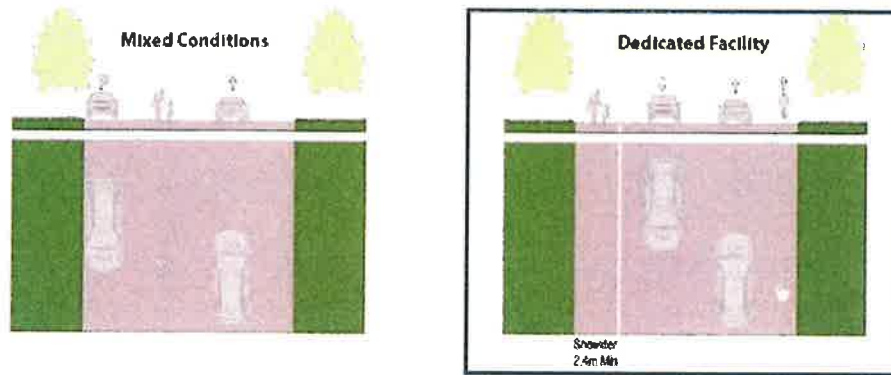
\*\* Non-separated sidewalks are not recommended on collector, arterial, or industrial roads with motor vehicle speeds greater than 30 km/h (see **Chapter C.1**). If non-separated sidewalks cannot be avoided due to site constraints, a minimum of 0.5 metres may be added to the Pedestrian Through Zone width to provide extra separation from motor vehicles.

\*\*\* Areas of high pedestrian activity have peak pedestrian volumes of 400 pedestrians/peak 15-minute period, as per Table 6.3.1 in the TAC *Geometric Design Guide for Canadian Roads*.

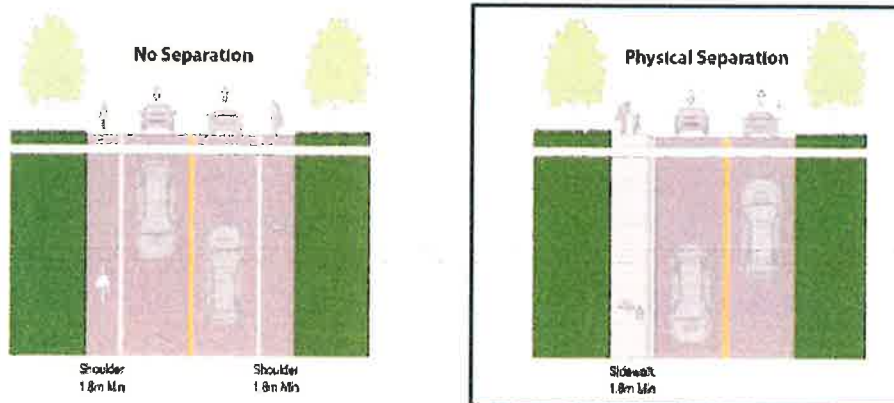
(Ministry of Transportation and Infrastructure, 2019, p. C14)

**Figure 2: Facility Principles**

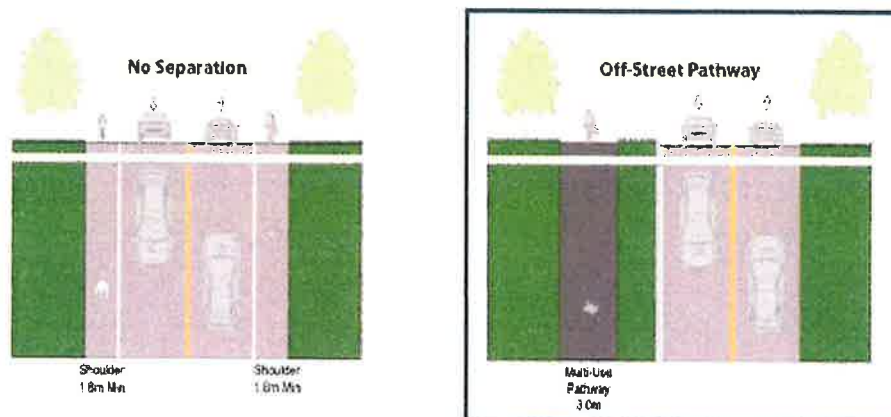
**Principle 1: Dedicated Space over Mixed Conditions**



**Principle 2: Physical Separation over Pavement Marking**



**Principle 3: Off-Street Pathways over Walkable Shoulders**



(Ministry of Transportation and Infrastructure, 2019, p. C39-C40)



# Sayward Context

## Physical Context

The Village of Sayward is a rural community of 334 people (Statistics Canada, 2022) located approximately 75 kms North-West of Campbell River on the East coast of Vancouver Island.

The development pattern in the Village of Sayward is low to medium intensity and the main road runs perpendicular from the Highway 19 to the ocean, meaning there is no through traffic from the highway to other destinations further beyond. Since Campbell River is the closest city and the home to amenities that are not offered in Sayward, this poses challenges for active transportation in the area. To put it in perspective, Google Maps estimates the drive to Campbell River at 53 minutes, but estimates 3 hrs 51 mins by bicycle and 15 hours walking. That's a long way to the hardware store!

While understanding these constraints, Sayward can still promote and improve access to active transportation within the Village. In fact, the size of the Village itself is ideal for active modes at an area of only 4.72 km<sup>2</sup> (Urban Systems, 2021).

Figure 3: Sayward Location on Vancouver Island

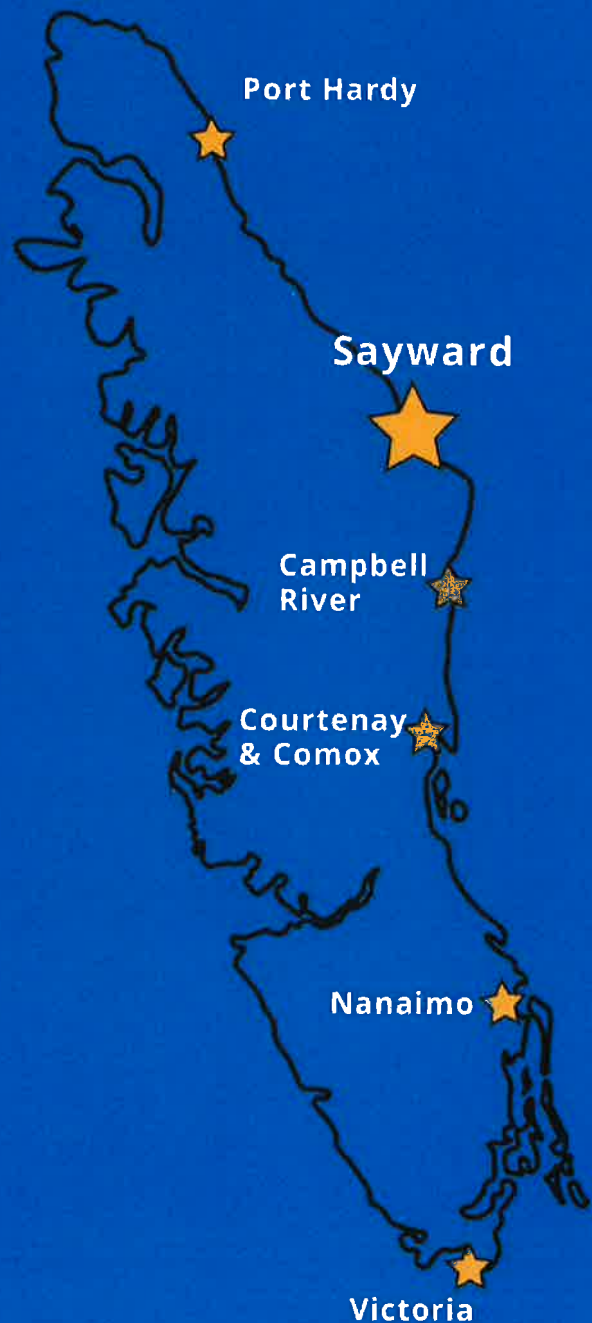
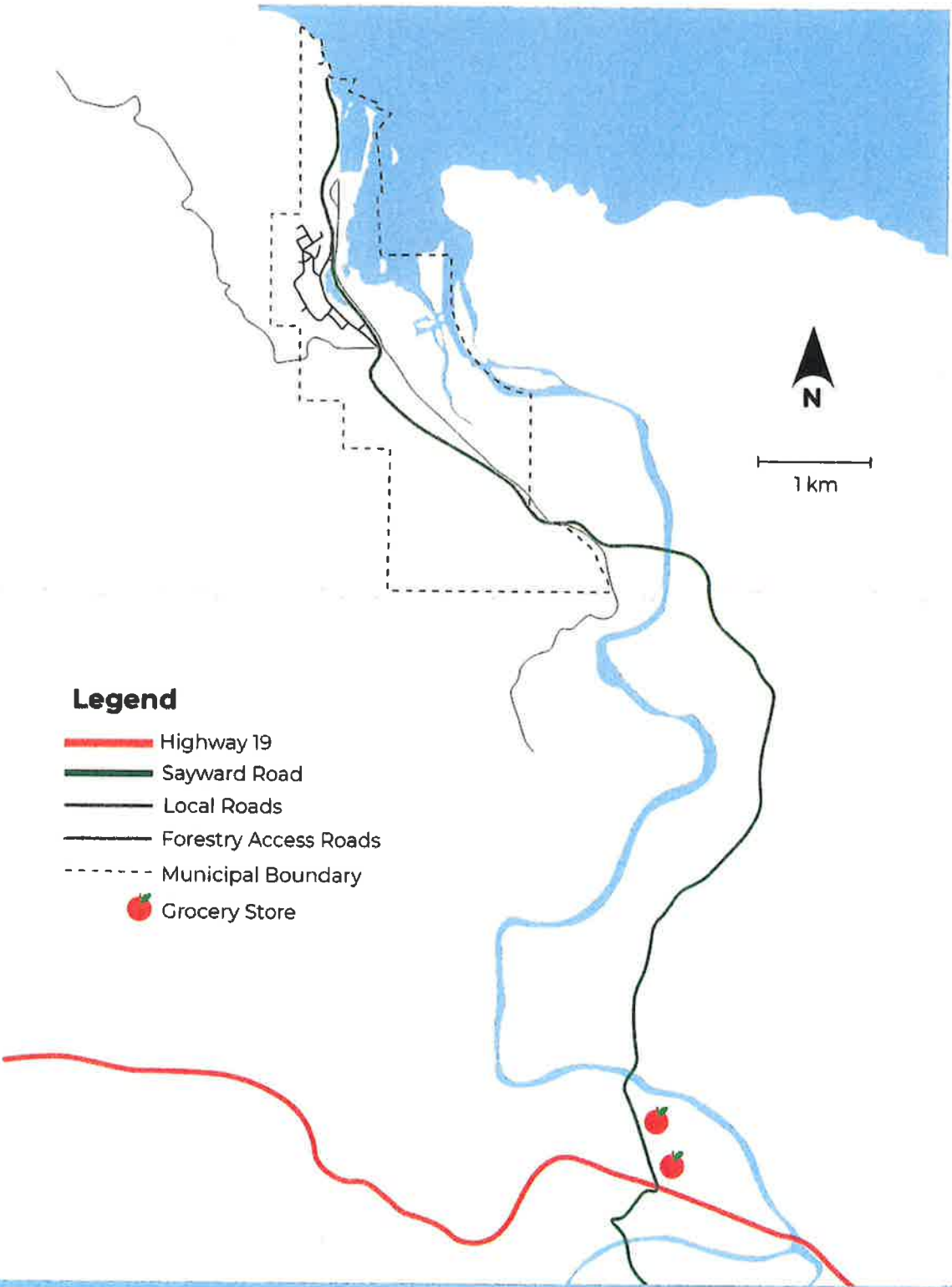


Figure 4: Map of Village of Sayward Local Context



The “pedestrian walking circle” or 5-minute walk radius is traditionally measured as a circle with a radius of 400 m. Most of Sayward’s amenities are grouped around a small town centre that fits within a 5 to 15 minute walk. Nearby are the higher density and smaller lot residential areas. The municipality is long and narrow, given its location within the Sayward Valley at the mouth of the Salmon River.

Walking from the welcome sign at one end to the Kelsey Bay Wharf and Marina at the other would take about an hour. However, a bicycle traveling at the conservative rate of 20 kms/hr would take approximately 15 minutes to traverse this same length. For these reasons, the engagement explored what barriers existed to people using active transportation within a 15 minute journey time. Walking and biking aren't the only

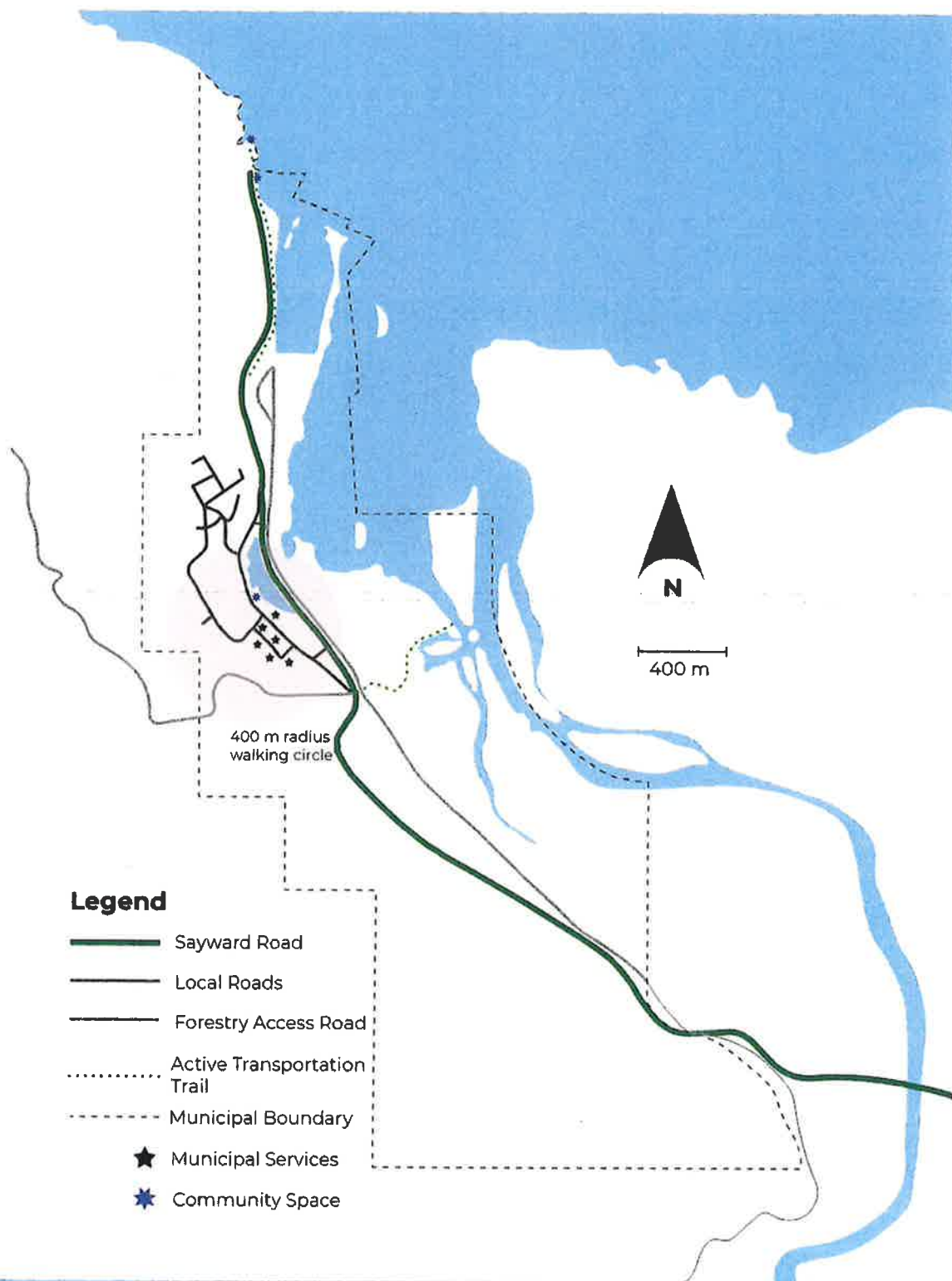
valid modes, of course but it helps to conceptualize the distance as a 15 minute walk or bike ride. The survey also aimed to understand where residents are going and by what mode, including the most common destinations using automobile transport.

As mentioned earlier, there are a few ways to increase the percentage of trips taken by active transportation. Table 3 shows the benefits that would be associated with each for Sayward. This plan will focus primarily on the first two, as the remote location of Sayward and lack of public transport makes auto travel a real necessity for medical care, employment, and many daily goods. While carpooling and combining errands should be encouraged, people in remote areas will often already practice this as an efficient and economic use of their time and travel costs.

**Table 2: Potential benefits of active transportation for Sayward**

Increase the number of active transportation trips	Public health, quality of life, community connection and safety, economics (local spending)
Replace an automobile trip with an active transportation trip	Public health, quality of life, community connection and safety, environment and sustainability, economics (lower cost of operation, less impact on infrastructure)
Reduce the number of automobile trips	Environment and sustainability, economics (less impact on infrastructure)

**Figure 5: Map of Village of Sayward Roads and Trails**



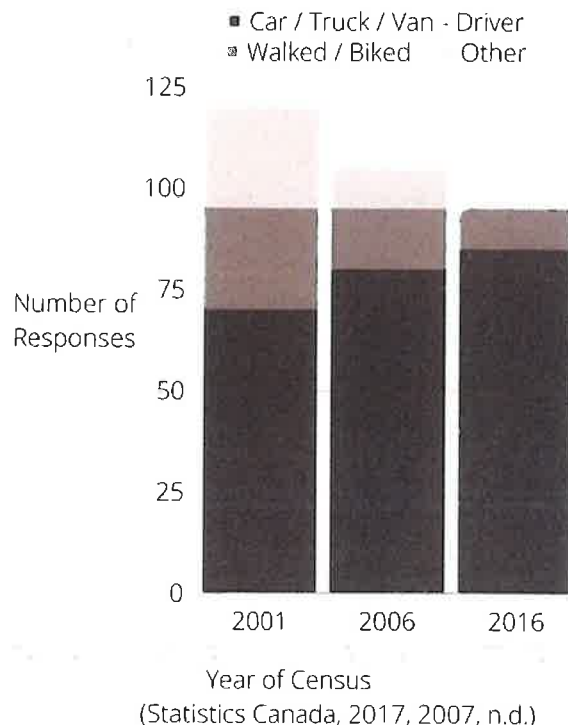


## Transportation Statistics

Statistics Canada provides some information about commuting in their census of the population. The 2021 census data is not yet available for transportation to work, however it can be seen that the overall number of people walking or cycling to work had been declining between 2001 and 2016. This may be due to a decrease in local employment being available, or other unknown factors.

The number of people commuting by vehicle as the driver has steadily been increasing despite an overall decrease of total people commuting to work. Since there were no selections for the category of Car/Truck/Van as passenger, this category represents entirely single-occupant vehicle trips. The decrease of overall commuters is consistent with an aging population where many residents are retired. Recent shifts to working online for many people may have had an impact in the last few years due to the Covid-19 pandemic. Online commuting is less common in a small rural town, such as Sayward, than in a city. It remains to be seen what the effects of the pandemic were on Sayward's transportation habits.

**Figure 6: Mode of Transportation to Work**



Based on calculations from 2000, transportation accounted for 75% of Sayward's greenhouse gas emissions (Village of Sayward, 2000). It would be valuable to update these calculations in the next Official Community Plan. While improvements have hopefully been made, it is likely that the majority of CO<sub>2</sub> emissions produced in the Village of Sayward still come from transportation.

## Strathcona Community Health Network

The Strathcona Community Health Network (SCHN) advocates for improving the social determinants of health in the Strathcona Regional District. The SCHN takes a multi-disciplinary and collaborative approach to promote wellness and address the root causes of illnesses (Strathcona Community Health Network, n.d.). Their areas of focus fall under 8 priorities; Transportation, Network Development, First Nations and Cultural Safety, Healthy Children, Food Security, Housing, Connectivity, and Aging & Caregiver Support.

In October 2018, the SCHN held a community Transport Table consultation in Sayward.

The results and report of the meeting had some relevant recommendations to active transportation, in the quote below.

There were also some recommendations relevant to reducing overall automobile trips. These included:

- Increase options for grocery deliveries
- Set up carpooling system through Facebook group
- Increasing the use of the Age-Friendly Van for carpooling
- Implementing an All Ages Shuttle between Sayward and Campbell River
- Seeking grants for the above

**"Community Bike Share: Participants mentioned that a Bike Share program would be of great interest to them. If there could be bicycles set in different key locations, with a small fee to utilize them, people would use this service frequently. Whether it's people arriving by sea who need to buy groceries; or members of the community who do not have a vehicle and would like to visit our attractions; or even those just wanting to bicycle to break-off from social isolation, this type of program could be very beneficial"**

**(Strathcona Community Health Network, 2018, p. 2).**

The SCHN Health profile for Sayward and Surrounding area notes that “one-third of employed commuters spend at least 45 minutes or more commuting each way, or 90+ minutes total. These commuters are likely working in Campbell River” (Strathcona Community Health Network, 2019, p. 4).

The SCHN notes the interconnectedness of transportation with other determinants of health such as access to fresh and nutritious food and healthcare. Overall they noted poor availability of active and alternative transportation in the Sayward Valley and Kelsey Bay area.



**SAYWARD VALLEY  
SAYWARD VALLEY  
& SURROUNDS**



## TRANSPORT TABLE

**Wednesday, October 24th, 2018, 5.30pm-6.30pm, Heritage Hall**

The Sayward Community Capacity Project and the Strathcona Community Health Network are collaborating to host a Transport Table in Sayward to discuss transport actions and opportunities at the local and regional level.

This will be an open and informal meeting to bring people together, talk about transport and find out who is interested in collaborating on transport projects. Transport Tables have recently been held in Gold River, Zebulon, & Cortes Island.

The **Sayward Community Capacity Project** is a local community project that is bringing people together from throughout the greater Sayward area to improve health and well-being and foster community capacity.

The **Strathcona Community Health Network's** mission is to improve the health and well-being of communities in the Strathcona region by focusing on things that keep people healthy. Reducing transport, cultural safety, connectivity and food security.

For information contact:

- Naina de Jeeva, Community Capacity Coordinator  
saywardcommunitycapacity@gmail.com (250) 282-5601
- Kristy King, Health Network Coordinator  
king@schn.ca (250) 349-0762



**STRATHCONA  
COMMUNITY  
HEALTH NETWORK**

**“Additionally, even if residents are interested in utilizing active transportation like walking or cycling to get from one community to the other, it is often difficult given the lack of active transportation infrastructure and safety and connectivity infrastructure.”**

**(Strathcona Community Health Network, 2019, p. 10).**



**Social Determinants of Health Fact Sheet:  
Sayward, Sayward Valley  
and Kelsey Bay**



## Official Community Plan

Sayward's Official Community Plan (OCP), which was updated with an amendment in 2010, addresses active transportation or the benefits associated with it in several passages (Village of Sayward, 2000). These policies have been helpful in guiding this plan and should be brought forward with relevant changes and modernization for the next OCP update.

2.1.b. To ensure village design that encourages community interaction, village cohesiveness and that incorporates the needs of children.

2.2.a. To enhance accessibility to parks, forests, ponds, the estuary and the ocean waterfront for recreational use.

2.2.f. To reduce community greenhouse gas emissions by 33% below 2007 levels by 2020.

3.1.b.

iv) Require that new multiple unit residential developments include secure bicycle storage.

v) Require that new commercial development include bicycle parking structures.

3.1.f. Transportation

ii) Establish 'carpool parking' spots in Village parking lots to offer preferential parking spaces to multi-occupant vehicles.

iii) Install bike racks in central locations.

iv) Provide space in Village Offices to advertise ride share or car share programs.

v) Expand trail and pedestrian networks to encourage active transportation and the reduction of vehicle use.

vi) Work with the community to determine the feasibility of a "truckshare" co-op program to reduce the number of larger pick-up vehicles that are used for general day-to-day use.

(Village of Sayward, 2000)

Photo: Bike rack installed at the municipal office.



## Recent Analysis & Current Initiatives

In 2021, Urban Systems undertook research and created a background report for the Village's OCP update, noting the following.

"The Village currently offers a volunteer-run medical transportation program 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" (Urban Systems Ltd, 2021, p. 4).

The report also explained that a large portion of private land was about to be developed and highlighted the importance of active transportation as the population of Sayward grows.

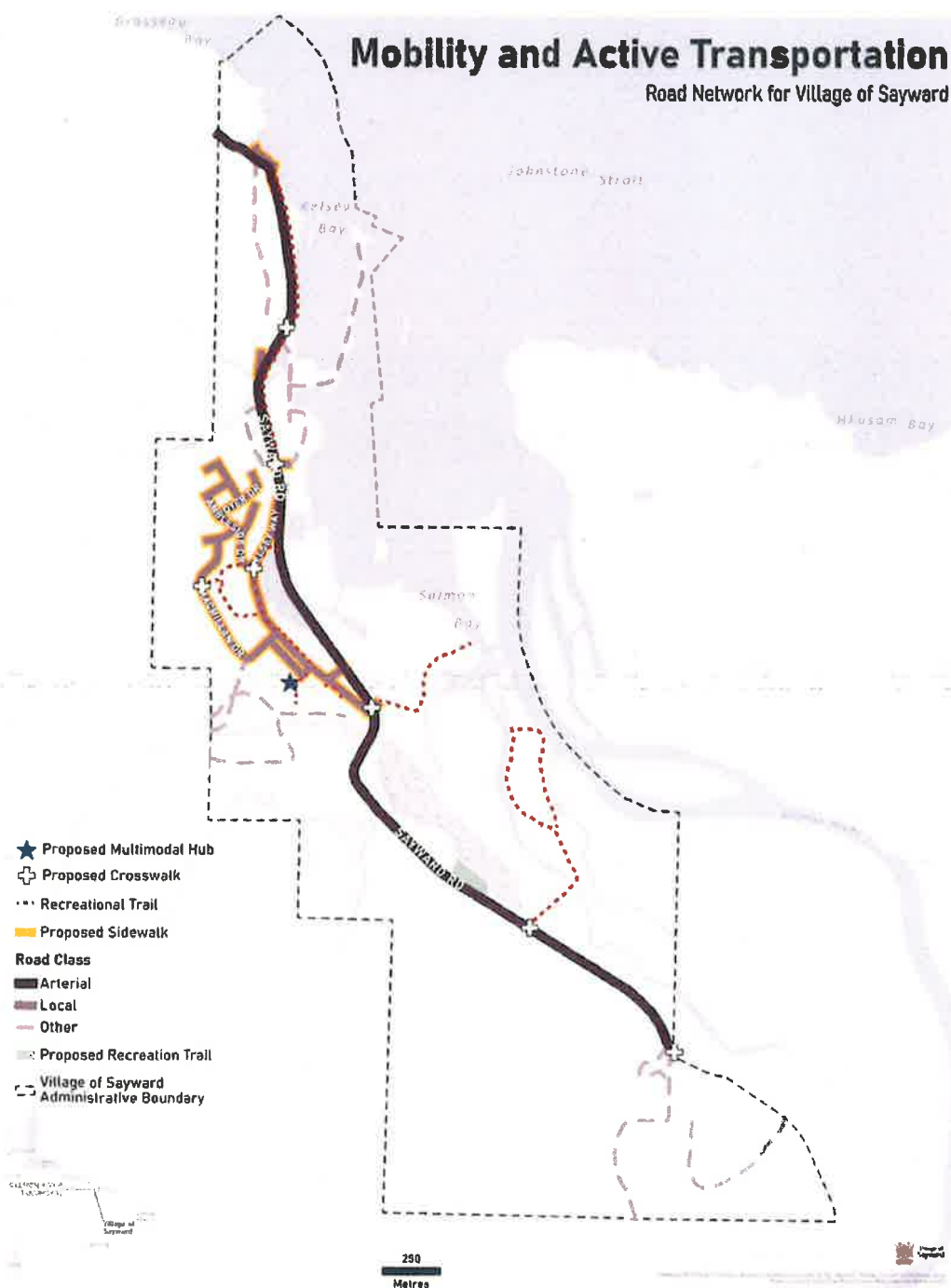
"With increased development and future population growth, parking capacity in Kelsey Bay and key attractions throughout the Village will need to be considered. Future

emphasis on active transportation may help to alleviate some of the future parking pressures" (Urban Systems, 2021, p. 6).

The following map (Figure 7) proposed by Urban Systems as a vision for the Village of Sayward road network, to improve mobility and active transportation. The locations of proposed sidewalks and crosswalks would improve connectivity and safety for active mode users in the Village.

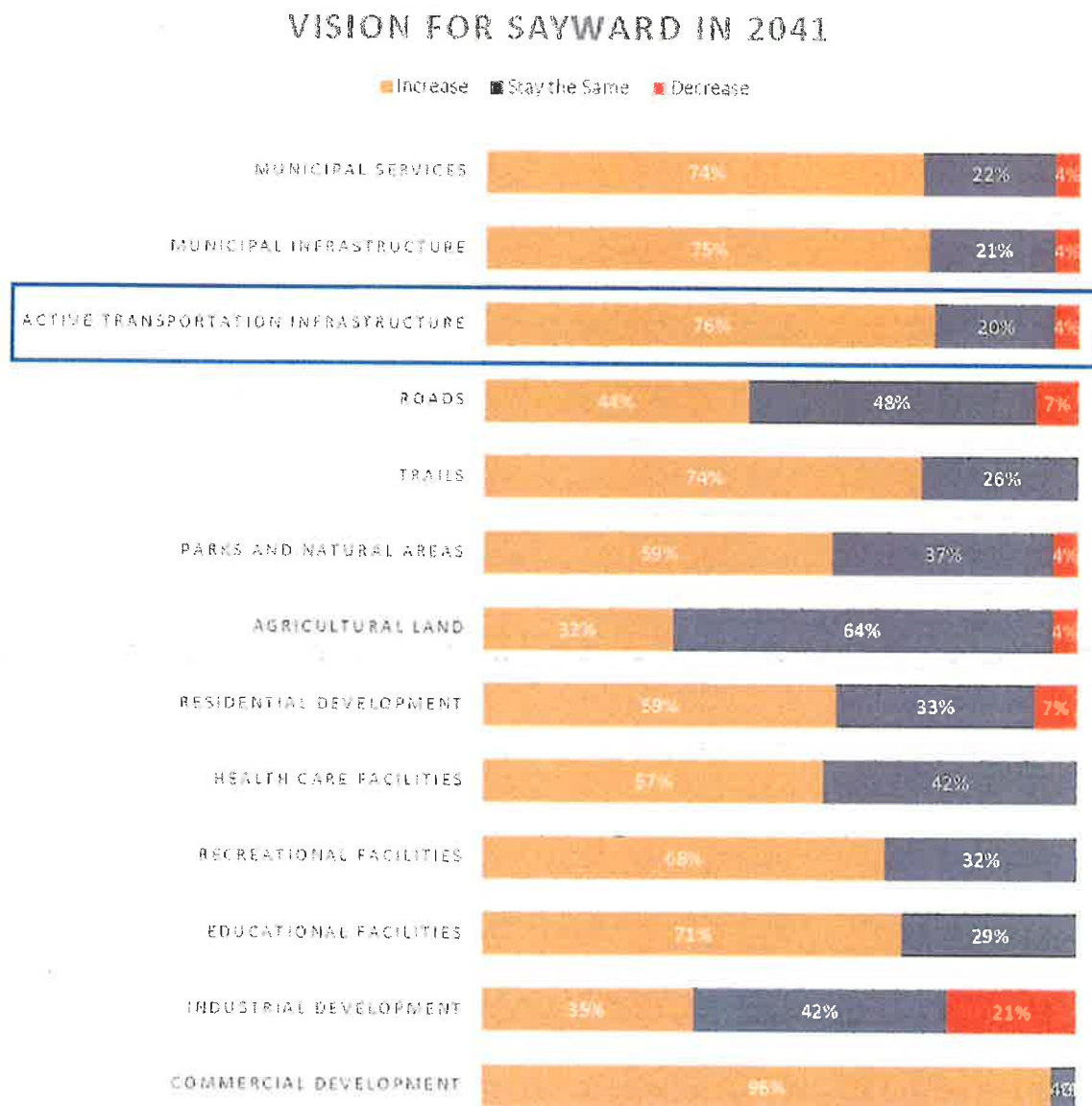
Active transportation was also highlighted in the Community Survey (Figure 8) as an aspect that most would like to see increase in the future. At 76% in favour of increasing active transportation infrastructure, this aspect was second only to Commercial Development (96% in favour).

**Figure 7: Urban Systems Proposed Road Network Vision**



(Urban Systems, Ltd., n.d.)

**Figure 8: Results of OCP update community survey (land use)**



(Urban Systems, 2021, p. 31 emphasis added)



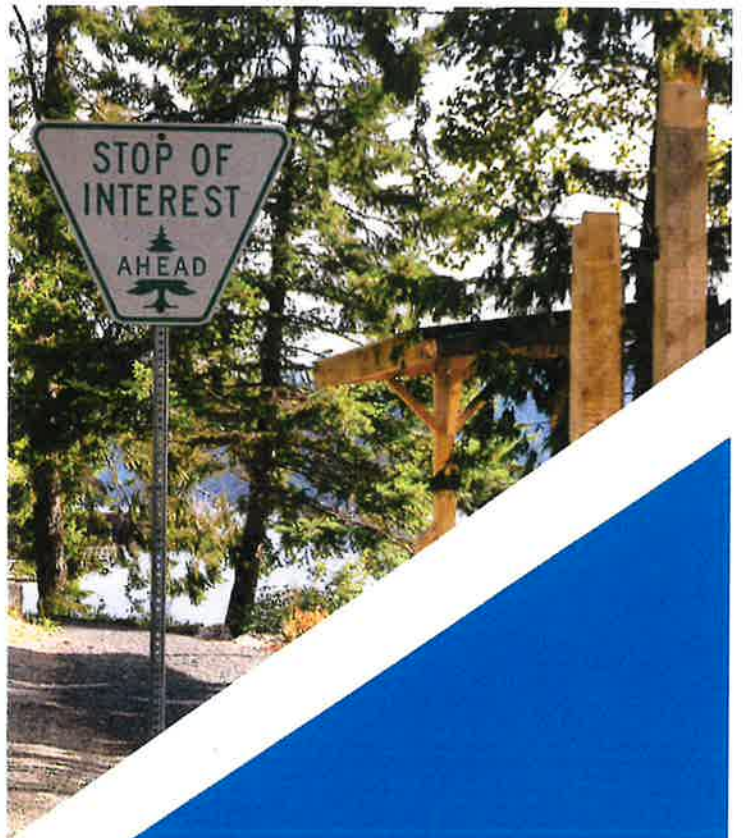
## Working Waterfront Trail

In 2017, Barefoot Planning and Larch Landscape Architecture created the plan for the Working Waterfront Project (Village of Sayward, 2017) to combine active transportation improvements with tourism and economic diversification.

Recognizing that Sayward has many natural assets as well as an interesting forestry history, the plan proposed a walking trail with a welcoming gateway (and parking area) and viewpoints with interpretive signage.

The Working Waterfront Trail was completed in 2019 with funding from the Ministry of Transportation and Infrastructure, the BC Rural Dividend Program, and the Island Coastal Economic trust (Urban Systems, 2021).

While the primary motivator is to draw tourism and commercial business to the area, the added gravel pathway has also provided a scenic active transportation route for the residents of Sayward. It provides a connection to the wharf for the northern portion of the Village, which would be beneficial to see extended along the rest of Sayward Road.





**Figure 9: Map of the Working Waterfront Vision**



- A** Redeveloped Community Wharf
- B** Visitor's Hub with Commercial
- C** Extensive Marina Improvements
- D** Complimentary Private Upland Development
- E** Redeveloped Boat Launch
- F** Destination Trail, with network of interpretive areas. Gateway pavilion with landscaping, interpretive information, shelter, parking.

(Village of Sayward, 2017, p. 6)

# Engagement Methodology

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## Digital Survey

A survey of 8 questions was created through Survey Monkey. The link was promoted by the Village of Sayward online, on their website and official Facebook page, in the community newsletter, and through posters put up around the Village.

Paper copies were also available to fill out manually at the Village office or over the phone, to increase accessibility. The manual method was not utilized by any participants.

The purpose of the survey was to understand specific aspects of active transportation in the Village:

1. How are people traveling by active transportation & how would they like to travel by active transportation?
2. For what trips are they using automobile transportation vs. active transportation?
3. What barriers do people experience to using active transportation within the Village of Sayward?

## In-Person Engagement

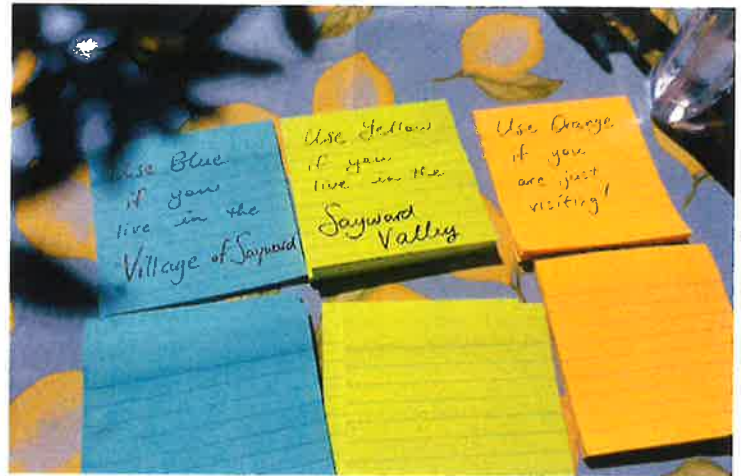
An engagement booth was set up on August 7th in front of the Kelsey Recreation Centre, Village Office, Recycling Depot and VIRL Library.

The engagement team interacted with 17 individuals to explain the purpose of the exercise over the period of 4 hours. 7 of these individuals provided responses to the questions, with some responses being on behalf of their immediate family of 2 - 4 people (either in attendance or absent). Some did not have time or chose not to answer because they were not locals.

The engagement posters replicated the community survey questions while providing the ability to answer them completely open-ended rather than giving multiple-choice suggestions.



Three colours of post-it notes were provided for different respondent locations: living within the Village of Sayward, the Sayward Valley, and outside of the Valley "just visiting". The results were entered into Survey Monkey under a separate collector, to differentiate the responses. There will be slight differences in the data, as in-person respondents were not asked for their age.



## Active Mobility Checklist

An active mobility checklist was created for distribution, modified from the United States Department of Transportation: National Highway Traffic Safety Administration's Walkability Checklist (n.d.). The wording of "walkability" was changed to be more inclusive to those who use wheelchairs, mobility devices, and to include other forms of active transportation.

No results were received before the writing of this report, but the checklist may be used for municipal staff to gather feedback about routes that are working well and that need attention within the Village.

This checklist could be provided on the community website, at the Village Office, Kelsey Recreation Centre, Primary Health Clinic and the Sayward School. Since children cannot drive, their input on active transportation is very insightful and determining safe routes to school should be an aspect of any transportation plan.

Photo courtesy of Amber Faust on Unsplash

# Take a walk, ride or roll and use this checklist to rate your neighborhood. How is Active Mobility in the Village of Sayward?





# Community Engagement

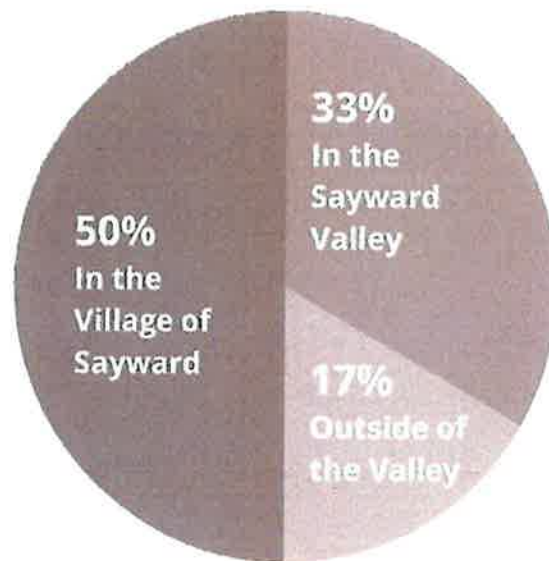
## Survey Results

The survey gathered 5 online responses and 7 in-person responses for a total of 12 data sets. This is a low response rate representing only 3% of the community, so should not be taken as statistically representative of the population of Sayward.

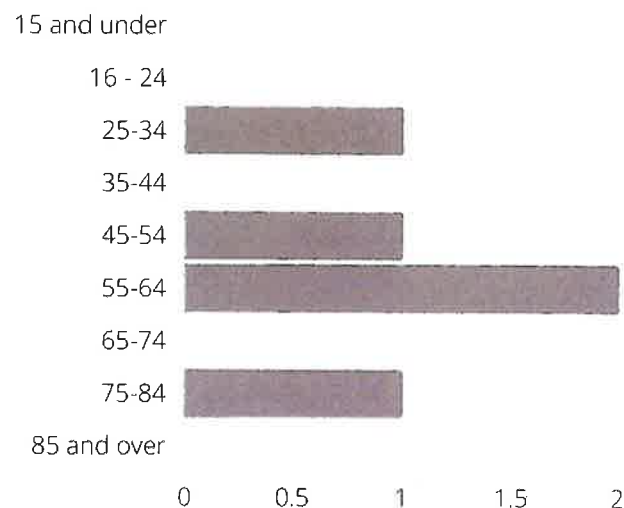
Still, valuable qualitative answers were provided to give a picture of the experience of using active transportation from the perspective of residents and visitors. The views expressed were largely consistent with those seen in the OCP consultation and Transportation Table summaries.

The majority of respondents were from the Village of Sayward. While ages were not collected from in-person respondents, there was a mix of ages represented from small children and teens with their parents to seniors.

**Figure 10: Where do you live?**



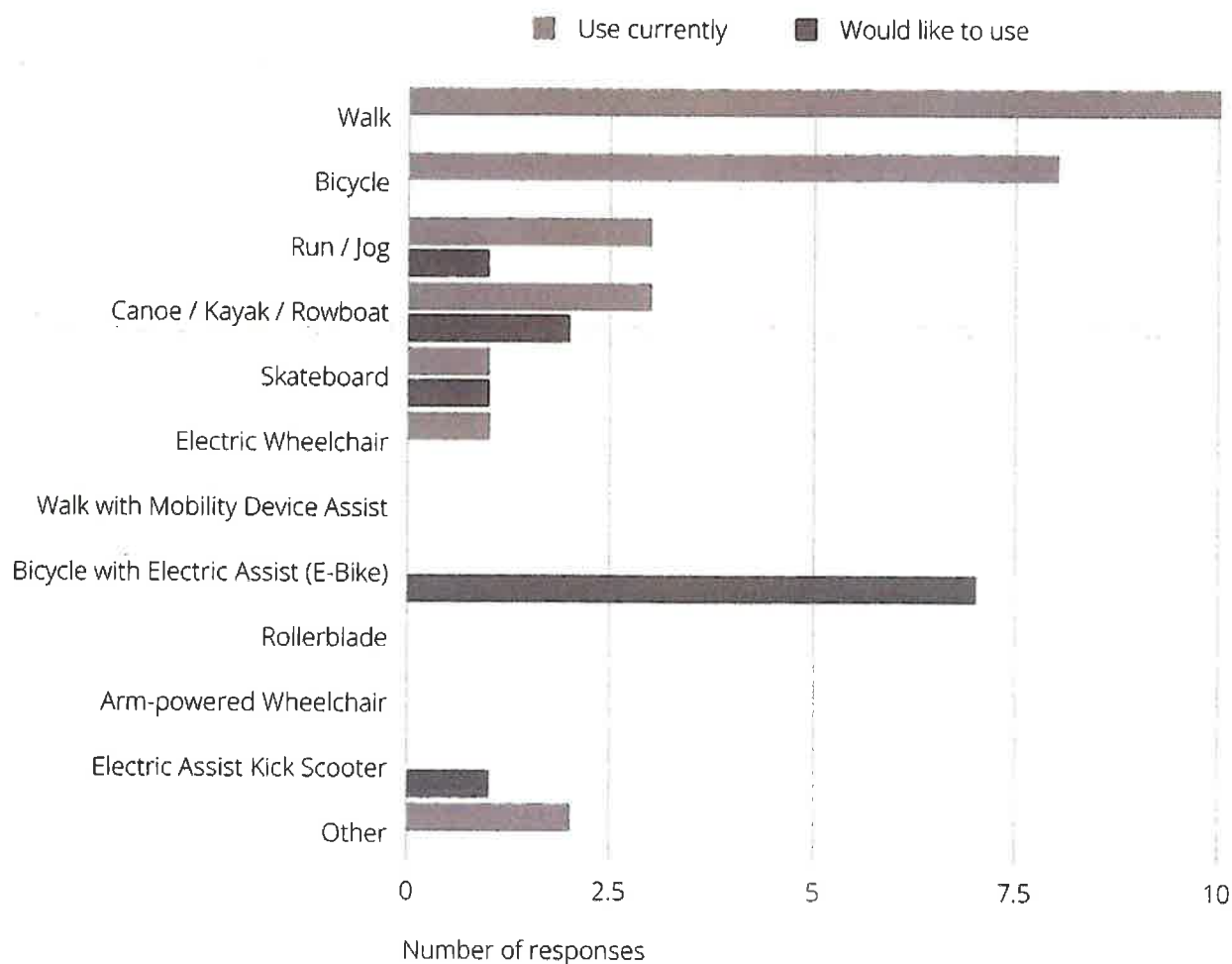
**Figure 11: What is your age?**



Walking and cycling were common modes. While no respondents currently use an electric bike, there is clearly some appetite for them. The addition of electric assist reduces

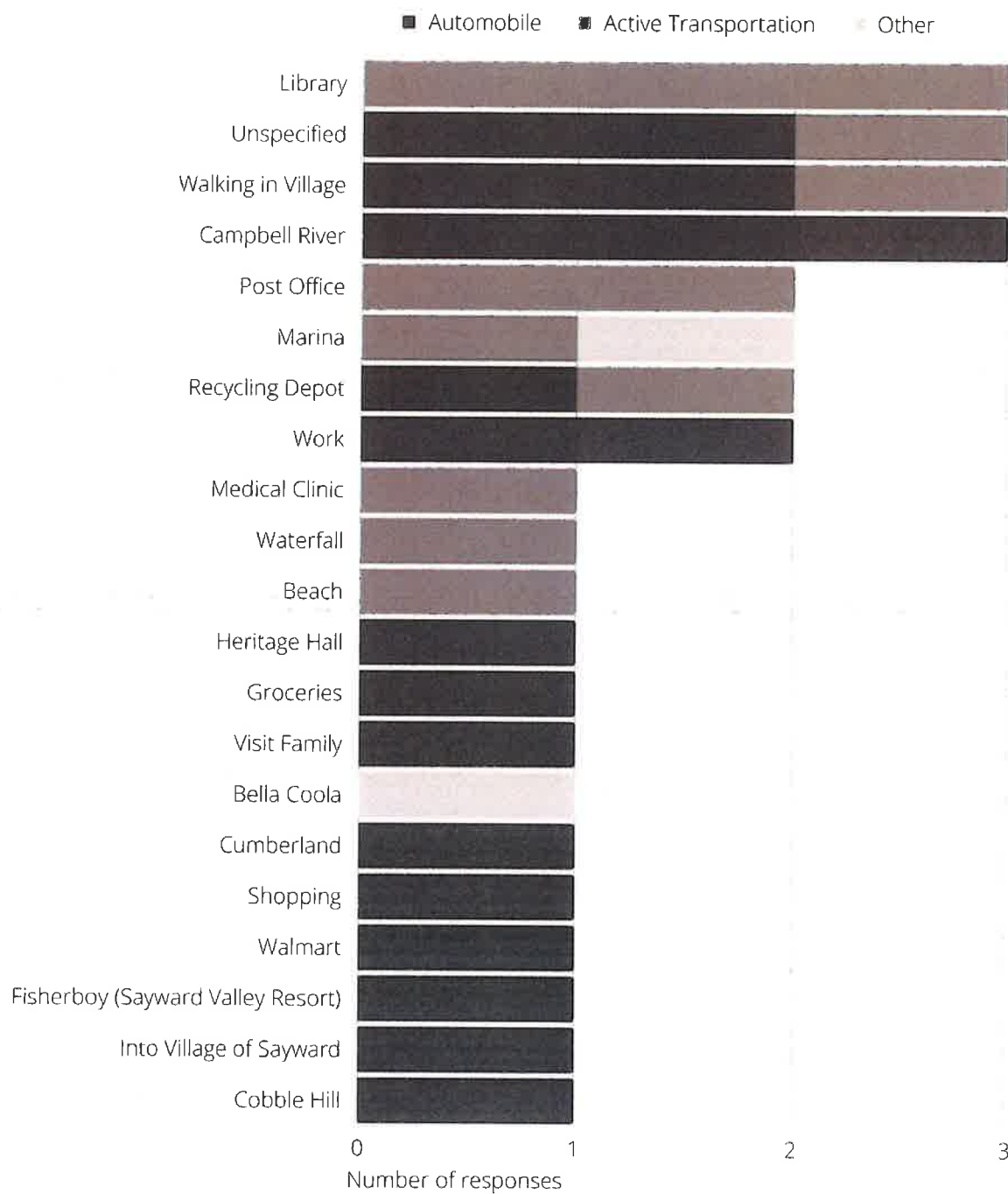
some barriers to using active transportation such as terrain challenges, time constraints, and physical constraints or disability considerations.

**Figure 12: Which modes of active transportation do you currently use?  
And which modes would you like to use that you don't currently?**



Note - the two "Other" responses were two methods of alternative transportation but don't fall under the definition of active transportation

**Figure 13: What were the last 3 trips you took & what mode did you use for each?**



Note: A "trip" was defined as any journey to bring yourself or others to a destination, for any purpose.

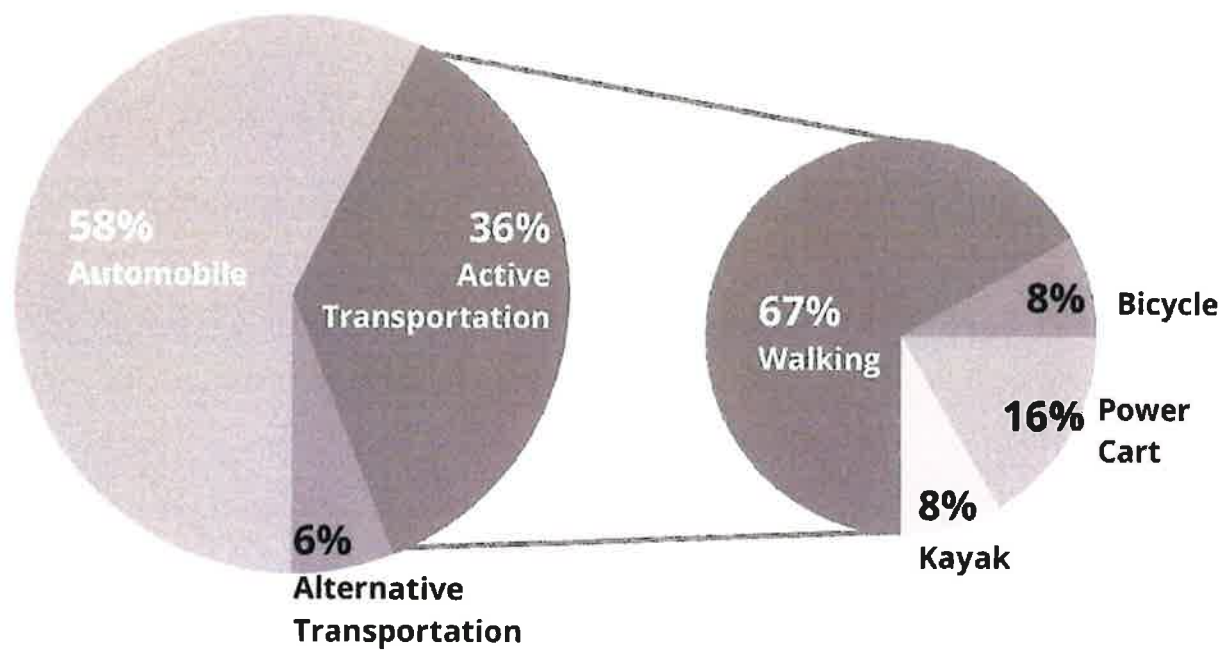
The most common destinations for automobile transport were Campbell River and getting into the Village of Sayward. The most common destinations for active transportation were the Library and the Post Office. Of course, the in person event was set up next to the library on a day it was open, which skews that result.

This question provides a useful "point-in-time" snapshot of mobility in the area rather than asking people to estimate their active transportation use.

This survey was completed during the Summer so Active Transportation use could be skewed higher due to more agreeable weather. Any future comparative survey should be undertaken the same time of year.

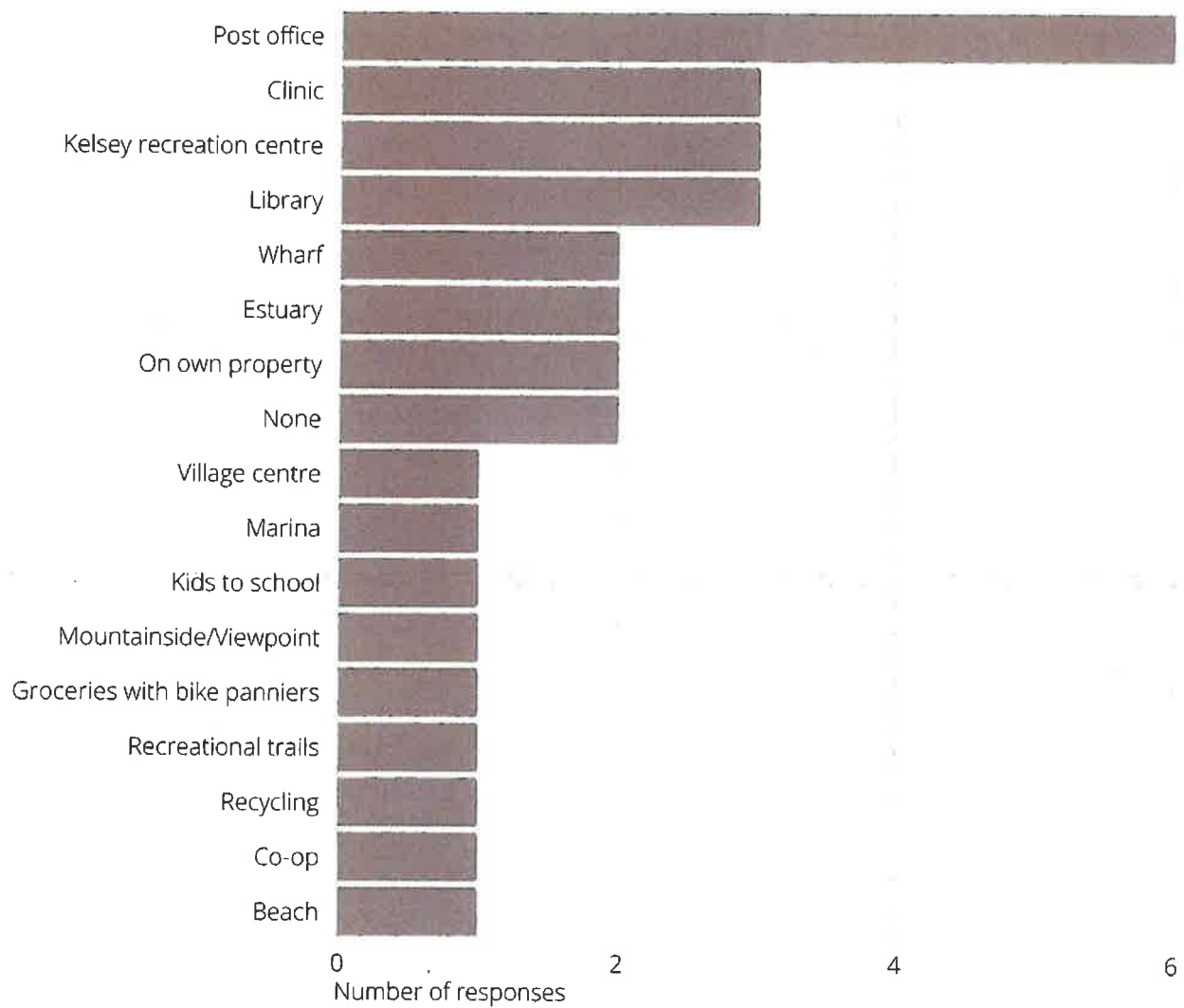
33 individual trips were reported on. Of these, 58% were by private automobile and 36% were by Active Transportation. Of that 36% the majority were walking (67%).

**Figure 14: Analysis of mode for self-reported trips**



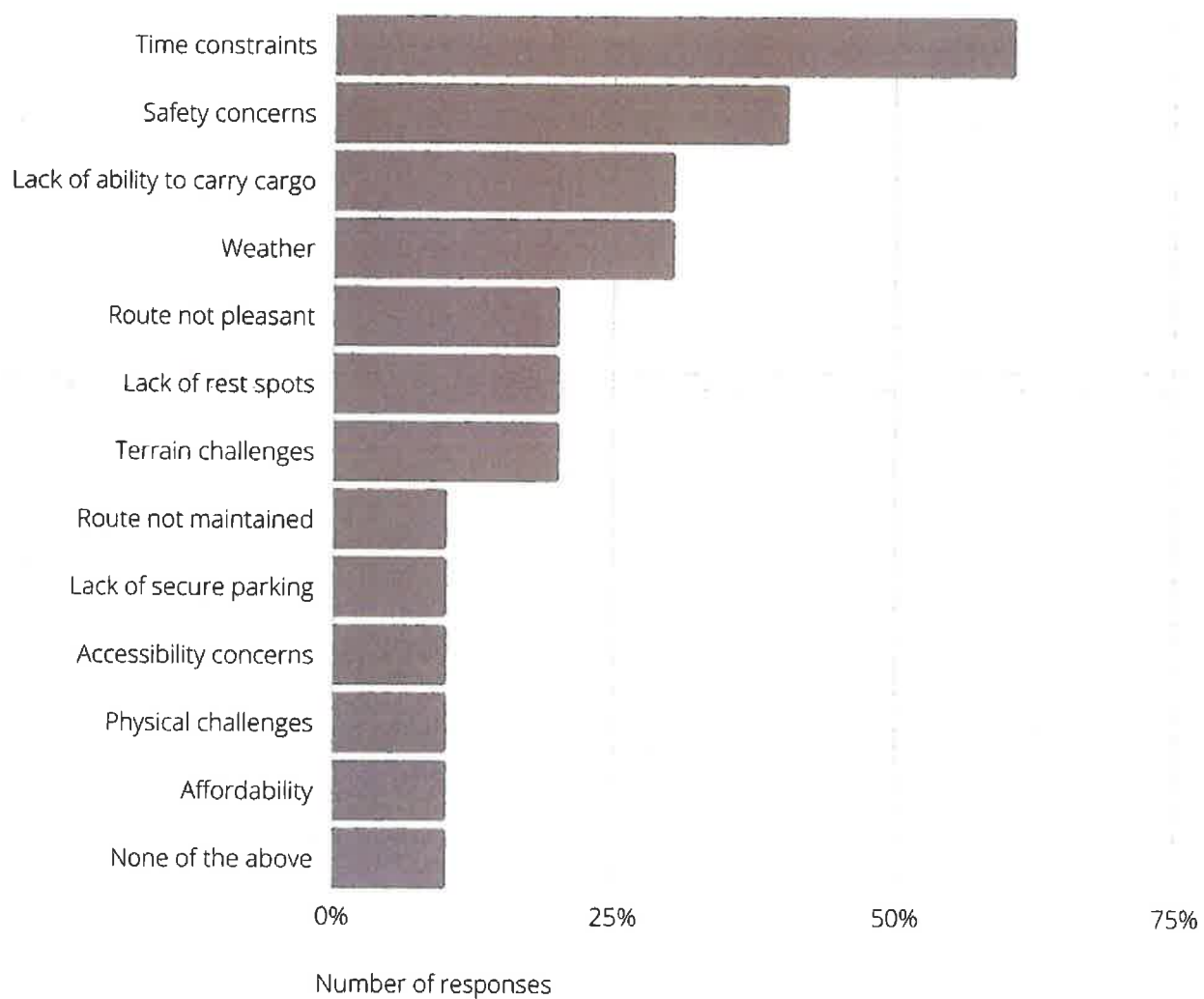


**Figure 15: What places do you travel to regularly using active transportation?**



Barriers to active transportation is one of the most important aspects to focus on if a municipality wants to promote and improve its use.

**Figure 16: What barriers do you experience to using active transportation for local trips?\***



\*Local trips were defined for the respondents as "within a 15-minute walk, or 15-minute bike ride".

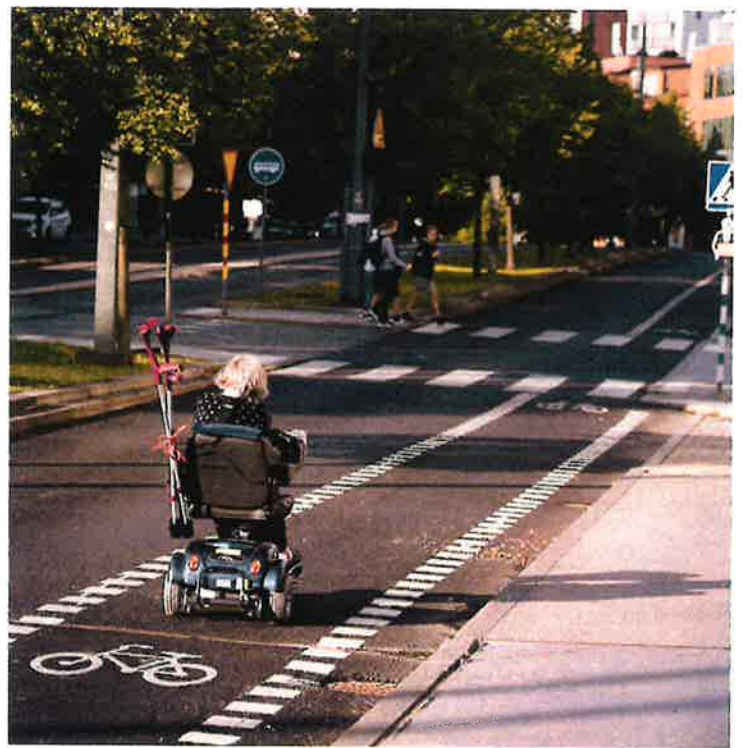
Time constraints were noted as the main barrier to active transportation, which is unsurprising in an area with low density of housing and amenities. However, this can be addressed to some extent by reducing travel times through improving connection between common destinations and improving route conditions to allow for smooth, efficient and enjoyable travel.

Safety was the second most cited barrier to using active transportation, which definitely needs to be addressed. While utilizing existing roadways is often the most economical way of inserting active transportation infrastructure, many do not feel safe in this environment and would prefer a separated pathway. Infrastructure should consider people of all ages who may want to use the path, from a child with training wheels to a parent toting a child carrier or stroller, a trike with cargo box to a wheelchair or mobility scooter.

Weather is always a factor in the Pacific Northwest, especially rain. However, measures can be taken to make active transportation more desirable despite weather that is less than ideal. By providing safe,

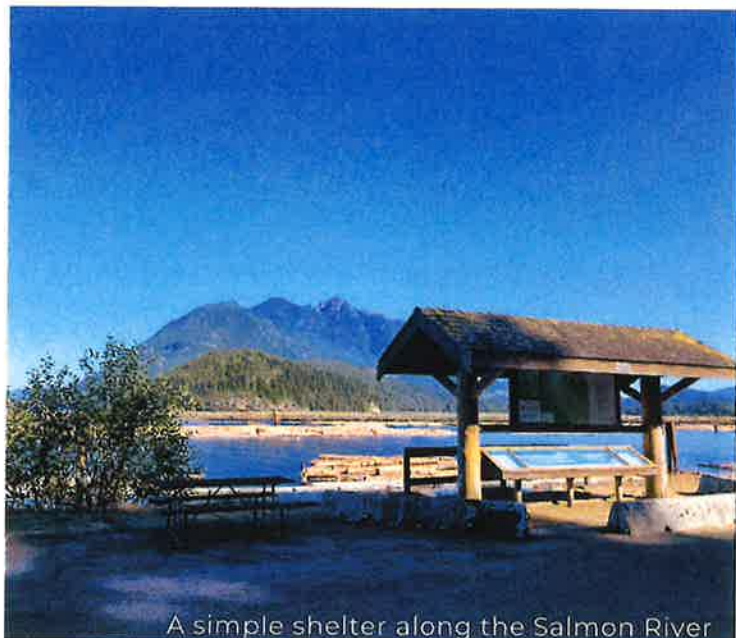


A bike rack at the Sayward Library



A person in a wheelchair using a bicycle lane.  
Photo by Rasmus Gerdin on Unsplash





A simple shelter along the Salmon River

convenient, and pleasant active transportation infrastructure, use may become more consistent throughout the seasons. Options to address weather concerns include providing shelter spaces along the active transportation routes, covered bicycle/ scooter/ power cart parking, hooks near the heater in public buildings to dry wet gear, and even embracing the weather with 'storm watching' stations.



Photo by Mark Stosberg on Unsplash

Carrying cargo is a barrier that can be addressed by the modification or provision of devices that fit people's needs. A municipality can get involved by providing education around options for increasing carrying capacity on bicycles, even for carrying kids! The market for mobility devices that add carrying capacity and ease of movement are ever expanding, but many potential users may not be aware of new options.



Photo by Annie Spratt on Unsplash

There are also options to get creative... for example, one active transportation user said they brought their wheelbarrow along if the load was heavy!

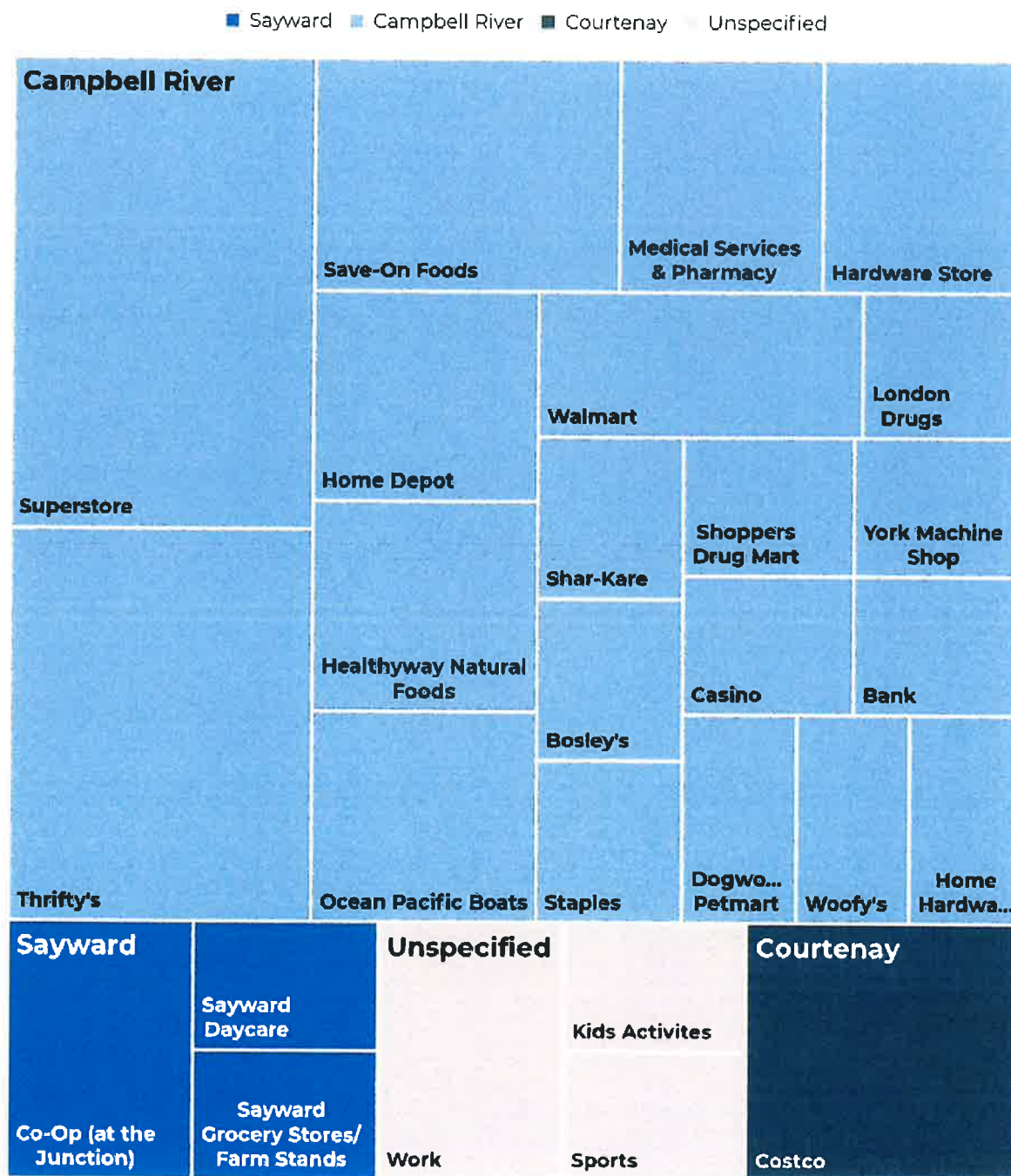
The survey urged respondents to elaborate on the barriers they experience and the following comments were offered:

- Lack of hard surface sidewalks or trails, even though I approve of keeping it to a minimum.
- Lack of sheltered parking for bikes and mobility carts.
- Very hilly so that poses a challenge for cycling. Feel I can get up the hill just as fast walking.
- Rural location, needing to do multiple stops, having kids, not having enough time, needing to carry stuff
- Not enough sidewalks and trails. No shelter spaces
- Road width
- Used to ride a bicycle, especially up to the junction daily. But concerned about balance and falling off, getting older.
- There is nothing to get to within 15 mins of my home so I drive to reach the places I need to go to further a field
- Convenience, would have to bring bike in the truck and do a lot of backtracking to use active transportation within Sayward (Remote location, property is 12 kms from Village of Sayward)
- Distance to and from services in Sayward. Lack of business friendly zoning within the village. Nearest services stores restaurants 15 km round trip. Nearest work / towns 80 plus km. Plus with Elk, Grizzly etc. not safe to walk or ride at times.
- Live so far outside of town and on a busy highway, which makes it very difficult to use any active transportation to get anywhere, be that for essential shopping or recreationally.

Lastly, respondents listed their most common destinations for automobile transport. This is useful for understanding when and how a vehicle trip could be replaced with an active transportation trip, even if it is in combination with goods delivery, carpooling, use of the Age-Friendly Van or other future rideshare/ transit endeavors.



**Figure 17: What are your most common destinations when using automobile transport?**





## **Suggestions & comments for improving active transportation in the Village of Sayward:**



### **Residents of the Village said:**

Having electric bikes & scooters available at the cross-roads to the village for daily chores (to and fro).

Micro-mobility.

Paved bike lanes (shared for scooters, skateboards).

Improved crosswalks.

Really need some kind of sheltered parking in the Village Centre for rainy days.

Pedestrian safe zones (people drive too fast).

Re: roadways: gravel paths are nice but gravel sticks in my wheels. Our village roads are a bit narrow when sharing it with cars. No sidewalks or side lanes for non-autos.

Signage.

### **Visitors to the Village said:**

Advertise as a bike friendly community (brochure could show bike routes).

"Share the Road" signs, bike lanes. Arrows on the road, even.

Trail map for bikes.

## Discussions

Two local grocery stores have come into operation since the OCP Background Report - the Sayward Valley Resort and the mid-Island Co-Op. They are both located outside of the Village boundary near the junction of Sayward Road and the Highway 19, which is about 10 kms from the Village centre. While most of the housing density is located in the Village Centre, properties also run along Sayward Road. Connecting routes from homes to the source of daily goods is essential to the viability of active transportation.

Three respondents came on foot, walking to the library or recycling depot. Three came by car. One came by Power Scooter, the only one using a mobility device to travel to the engagement site. Six cyclists rode by but none stopped to engage.

The Power Scooter user provided valuable insight into access for those using a mobility device. These were some insights that weren't necessarily recorded on the post-its.

- Does not consider their device an "electric wheelchair" as it was called in the materials. The poster was updated to include Power Scooter & Power Cart.

- Noted that there were about 5 individuals in Sayward using a similar device
- Not sure if they would be considered/included in the definition of active transportation. Whether in combination with walking or not, mobility device users should always be considered in active transportation.
- Felt that people move to Sayward because of its natural beauty and absence of hard surfaces, themselves included, but that the gravel surface also poses major difficulty for their mobility device - gravel gets stuck in the tread and impairs movement. Also expensive to repair if it causes a malfunction. Note that wood chips and wharf surfaces also pose obstacles.
- Accessibility has been improved in the Village over the last several years, more ramps and other considerations have been implemented.



# Action Plan

1. Safety	
Goal	Residents of all ages and abilities feel safe travelling by active transportation within the Village of Sayward.
Proposed Objectives	
1.1	Pursue funding for the implementation of paved active transportation route(s) designed to allow for a multitude of users.
1.2	Identify routes that could provide a separated active transportation lane to reduce conflicts with vehicle traffic and minimize costs of implementation.
1.3	Identify routes that are restricted by private property ownership, cliffs, water, and other natural features, which would have to accommodate active transportation along existing roadway.
1.4	Delineate cycling routes and pedestrian safe zones along roadways through paint and signage.
1.5	Determine common pedestrian road crossings and implement crosswalks at these locations with adequate lighting and accessibility/universal design considerations.
1.6	Consider active transportation during road maintenance and upgrades, especially on roads that do not currently have an appropriate width to accommodate "complete street" principles.

## 2. Accessibility

### Goal

Residents with disabilities and mobility challenges are able to participate in active transportation within the Village of Sayward.

### Proposed Objectives

2.1

Continue to improve the accessibility of public buildings and outdoor spaces through the incorporation of universal design.

2.2

Ensure transportation planning seeks to incorporate the perspective of community members with disabilities.

2.3

Bring an accessibility lens to all active transportation projects.

2.4

Apply age-friendly approaches to active transportation, meaning it works well for people of all ages.

## 3. Security

### Goal

Residents are encouraged to use active transportation with the provision of adequate secure parking.

### Proposed Objectives

3.1

Install bicycle racks under covered areas, with preference for designs that can accommodate electric bikes, trikes, mobility scooters and other devices.

3.2

Update zoning bylaw to require new multi-family developments to provide secure indoor storage, such as a bicycle room, with places to lock up.

#### 4. Connectivity

##### Goal

The network of active transportation infrastructure within the Village of Sayward provides a continuous, efficient, and enjoyable means of connecting common destinations.

##### Proposed Objectives

4.1

Focus resources on connecting the Village Centre to other main destinations; the junction of Sayward Road and Highway 19 (location of both grocery stores) and the marina/wharf.

4.2

Approach land use designations and zoning with a consideration of how patterns of use will promote or discourage active transportation.

4.3

Encourage commercial endeavours that would provide access to the sale of daily goods within the Village centre, thereby allowing them to be reasonably procured by active modes of transportation.

4.4

Utilize future development as an opportunity to further the provision of active transportation infrastructure through right of way upgrades.

4.5

Create a Community Amenity Bylaw which designates active transportation infrastructure as one of the amenities desired within the Village.

## 5. Weather

<b>Goal</b>	Provide infrastructure that encourages the use of active transportation in all weather.
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### Proposed Objectives

<b>5.1</b>	Provide weather shelters, benches and bike racks to promote the use of active transportation year-round.
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<b>5.2</b>	Conserve and expand tree canopy along active transportation routes to give shade on hot days.
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## 6. Education

<b>Goal</b>	Residents are aware of options, resources, and training opportunities to increase their individual or household use of active transportation.
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### Proposed Objectives

<b>6.1</b>	Provide information on emerging modes of micro-mobility, such as electric bikes and electric scooters, such as things to look for when shopping and contact information for local retailers.
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<b>6.2</b>	Consider holding workshops for how to maintain and modify your bicycle or other mobility device.
------------	--

<b>6.3</b>	Communicate about active transportation through dissemination of educational materials, "safe routes to school" materials, and the mobility checklist.
------------	--



## 7. Promotion

### Goal

The Village of Sayward is known as a place where active transportation is embraced and supported for locals and tourists alike.

### Proposed Objectives

#### 7.1

Collaborate with the Tourism Committee, Parental Advisory Committee, Strathcona Community Health Network, and other organizations to promote active transportation as a benefit.

#### 7.2

Consider holding events such as a "Bike to School Week" or "Car-Free Day" to promote active transportation through community celebration.

#### 7.3

Consider the feasibility of a sharing or renting program for bicycles and other active transportation devices, whether Village-sponsored or privately owned.

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# Appendix A

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## Engagement Materials



# What do you think?

## How can Sayward promote Active Transportation?

Active Transportation has numerous benefits for health, economics, community, and the environment.

Sayward's Active Transportation Plan will explore ways to make Active Transportation safer, more desirable, and more accessible within the Village.

We want your input!

Please join us:

12 - 4 pm outside the Kelsey  
Recreation Centre on  
Sunday August 7th, 2022.

We will have a booth to collect your feedback and suggestions. If you are unable to attend in person, please respond to this 5-10 minute survey which explores the same themes and questions. Copies will also be available at the Village Office until August 12th.



Scan me to go to  
the survey:



<https://www.surveymonkey.com/r/SaywardATPlan>

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**<https://www.surveymonkey.com/r/SaywardATPlan>**



Village of  
Sayward

### iii. Survey Questions

#### Sayward Active Transportation Survey

Hello & welcome!

**Active Transportation (AT) is generally defined as any human powered method of getting from one place to another, including those modes that have a boost from electric assist.**

**There are numerous social benefits of AT that affect public health, safety, environmental, sustainability, economic, financial, quality of life, community connection, and transportation.**

**Promoting AT often requires an examination of how to improve safety, access, affordability, and age-friendliness. The Sayward Active Transportation Plan will consider these aspects in its assessment and recommendations.**

**The Province of BC has a goal to double the percentage of trips taken by Active Transportation by 2030. Increasing the percentage of trips by AT can be accomplished a number of ways:**

- **Increasing number of AT trips**
- **Replacing an automobile trip with an AT trip**
- **Decreasing number of automobile trips: carpooling, combining errands, etc.**

**Please keep these objectives in mind while providing suggestions for your community. The following survey will take approximately 5-10 minutes.**

**Thank you for your time!**

1. Which Active Transportation modes do you use?

- ☐ Walk
- ☐ Walk with Mobility Device Assist
- ☐ Run / Jog
- ☐ Bicycle
- ☐ Bicycle with Electric Assist (E-Bike)
- ☐ Skateboard
- ☐ Rollerblade
- ☐ Arm-powered Wheelchair
- ☐ Electric Wheelchair
- ☐ Canoe / Kayak / Rowboat
- ☐ Other (please specify)

2. Which Active Transportation modes would you like to use, that you don't use currently?

- ☐ Walk
- ☐ Walk with Mobility Device Assist
- ☐ Run / Jog
- ☐ Bicycle
- ☐ Bicycle with Electric Assist (E-Bike)
- ☐ Skateboard
- ☐ Rollerblade
- ☐ Arm-powered Wheelchair
- ☐ Electric Wheelchair
- ☐ Canoe / Kayak / Rowboat
- ☐ Other (please specify)

3. What were the last 3 trips you took & what mode did you use for each?

A "trip" can be defined as any journey to bring yourself or others to a destination, for any purpose.

4. What places do you travel to regularly using Active Transportation?

5. What barriers do you experience to using Active Transportation for local trips (within a 15-minute walk, or 15-minute bike ride)?

- |   |   |
|---|---|
| <input type="checkbox"/> Safety Concerns  | <input type="checkbox"/> Accessibility concerns |
| <input type="checkbox"/> Route is not pleasant                                      | <input type="checkbox"/> Time constraints       |
| <input type="checkbox"/> Route is not maintained (overgrown, tripping hazard, etc.) | <input type="checkbox"/> Physical challenges    |
| <input type="checkbox"/> Lack of ability to carry cargo                             | <input type="checkbox"/> Affordability          |
| <input type="checkbox"/> Lack of secure parking                                     | <input type="checkbox"/> Terrain challenges     |
| <input type="checkbox"/> Lack of rest spots   | <input type="checkbox"/> None of the above      |
| <input type="checkbox"/> Weather  |   |

Please add any other barriers you experience and/or additional comments for a better understanding of your answers. (e.g. Specific locations with issues or suggestions to help remove barriers).

6. What are your most common destinations when using automobile transport?  
(Please be specific, such as "Thrifty Foods, Campbell River" rather than "Grocery Store")

7. What is your age?

- |                                    |                                   |
|------------------------------------|-----------------------------------|
| <input type="radio"/> 15 and under | <input type="radio"/> 55-64       |
| <input type="radio"/> 16 - 24      | <input type="radio"/> 65-74       |
| <input type="radio"/> 25-34        | <input type="radio"/> 75-84       |
| <input type="radio"/> 35-44        | <input type="radio"/> 85 and over |
| <input type="radio"/> 45-54        |                                   |

8. Where do you live?

- ☐ In the Village of Sayward
- ☐ In the Sayward Valley
- ☐ Outside of the Sayward Valley



## STAFF REPORT

**For:** Mayor and Council  
**From:** Lisa Clark, Corporate Officer  
**Subject:** Backyard Chickens  
**Meeting date:** November 15, 2022

---

### BACKGROUND

Staff have been asked by Council to provide information on the keeping of backyard chickens within the Village of Sayward municipal boundaries. The following resolutions were made in 2022 related to this topic:

#### **MOTION R22/98**

##### **MOVED AND SECONDED**

THAT Correspondence a) through d) be received by Council; and,  
THAT Correspondence item a) be pulled at the request of Councillor Tinsley for discussion;  
and,  
THAT Staff continue to seek grant activities for access projects and recognize Access Awareness Day for 2023;  
THAT Correspondence item c) be pulled at the request of Mayor Baker for discussion; and,  
**THAT Council direct staff to investigate bylaw amendments allowing the keeping of chickens with parameters in place that restrict roosters, sales of eggs, location of coops and have clear provisions for inspections and enforcement and present to Council for review and discussion;**  
THAT Correspondence item d) be pulled at the request of Councillor Poulsen for discussion;  
and,  
THAT the Village of Sayward renew its membership with BC Truck Loggers Association.

**CARRIED**

#### **MOTION R22/158**

##### **MOVED AND SECONDED**

THAT staff be directed to prepare a report regarding backyard chickens in the Village for the November 15, 2022 council meeting.

**CARRIED**

### DISCUSSION

At the September 20, 2022 council meeting, a letter written on behalf of several residents regarding the possessing of backyard hens was included in correspondence for Council's review. The letter suggested that backyard hens may assist with food security in the midst of supply chain issues in our ever-changing world.

The keeping of backyard hens is becoming more and more common in municipalities and Council should consider the benefits of backyard hens such as:

- the provision of a healthy and inexpensive food source
- hens can eat table scraps which can potentially reduce residential solid waste
- waste produced by hens can be composted and used in flower and vegetable gardens

However, there are also risks and concerns that Council should consider such as:

- wildlife conflicts – the Village of Sayward is surrounded by forest and backyard hens can become an attractant to large predators such as cougars, bears, and wolves. Raccoons, mink, martens, birds of prey, and mice and rats can also be attracted to the smells associated with chickens
- Animal husbandry – chickens require care by an owner who will provide a dry, draft free shelter, clean water, and appropriate feed. Chickens are susceptible to a number of parasites and providing a dust bath is appropriate. If chickens become ill, owners need to be able to access veterinary care which can be difficult to access for people living in Sayward
- Waste material produced by chickens is high in nitrogen which releases ammonia gases as it breaks down. This can have a very distinct and unpleasant aroma if not composted or disposed of appropriately.

If Council chooses to go forward with allowing the keeping of backyard chickens Council should consider the adoption of a bylaw (or amendments to current bylaws) that set out standards by which birds can be kept. Consideration must be given to adequate care by potential owners, the risk of attraction and attacks from wildlife or roaming domesticated dogs or cats, and the lack of veterinarian services in the Sayward area. Staff have attached 2 documents for Council's review, *"Thinking of keeping backyard chickens?"* (BCSPCA February 2022) and *"WildSafeBC position paper on the raising of urban livestock"*.

Staff have reviewed several Village bylaws and have determined several amendments are needed if Council chooses to move forward with allowing backyard chickens in the Village.

***Zoning Bylaw (Public Hearing possibly required depending on amendments):***

The current zoning bylaw states that the keeping of livestock is currently prohibited in all zones:

**301 Uses Permitted In All Zones**

1) In addition to the uses specifically permitted in particular zones, the following uses are permitted in all zones:

- a) Utility use;
- b) Park Use;
- c) Ecological reserves;
- d) Fish hatcheries;
- e) Agricultural use excluding the keeping of livestock;
- f) Low impact recreation.



"Livestock" however has not been defined in the zoning bylaw, so it is unclear whether the intent was to prohibit larger animals such as pigs, sheep and cows for example, or to prohibit the keeping of all farm animals. If Council wishes to proceed with allowing backyard hens in the Village, Staff recommend an amendment to the zoning bylaw as follows:

- an addition of "Livestock" to the definition section with a disclaimer that livestock does not include backyard hens
- an addition of "Backyard Hens" to the definition section; this could clarify that this definition does not include roosters.
- possible amendments to setbacks

***Animal Control Bylaw:***

The Village of Sayward Animal Control Bylaw was based on Campbell River's Animal Control Bylaw and it is staff's opinion that a new bylaw needs to be written in order to rectify errors and omissions in the current bylaw. Several Schedules need to be removed and reference to the Fees & Charges bylaw needs to be included. If Council chooses to go ahead with the allowing of backyard chickens the following items will also need to be included in the new bylaw:

- definition of backyard chickens (no roosters)
- maximum amount of chickens
- maximum enclosure height, and parameters on construction specs
- minimum age of chickens
- prohibition on slaughtering of chickens
- leftover feed and manure to be disposed regularly
- adequate food, water, shelter, light, ventilation, veterinary care, scratching and dust bathing provided
- no selling of eggs, meat, chicken products, or manure permitted

***Public Nuisance Bylaw (draft status):***

This bylaw will need to be amended to include parameters around noise, smell, attractants, and other issues related to the keeping of backyard chickens.

***Ticketing Bylaw:***

A fine schedule will need to be added to the Ticketing Bylaw for violations.

Staff also recommend a legal review be undertaken to ensure bylaw amendments are following current legislation and best practices.

## **STAFF RECOMMENDATIONS**

THAT Council receive the Backyard Chickens staff report for information and discussion; and,  
THAT Council provide direction to Staff on next steps.

Respectfully submitted,

---

Lisa Clark, Corporate Officer

### **Attachments:**

- **Thinking of keeping backyard chickens? BC SPCA Views on Urban Chickens**
- **WildSafeBC's position paper on urban chickens**

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[BC SPCA \(https://spca.bc.ca\)](https://spca.bc.ca) > [News Stories \(https://spca.bc.ca/news/\)](https://spca.bc.ca/news/) > Thinking of keeping backyard chickens?

## Thinking of keeping backyard chickens?

February 7, 2022

The BC SPCA supports consumers seeking alternatives to eggs produced by caged laying hens. Raising backyard laying hens has become a popular option in both rural and urban areas. However, hens can be a lot of work and bring their own unique challenges, so they aren't the right fit for everyone.



If you are thinking of keeping hens, it is important to consider if you have the knowledge, time, resources, and commitment needed to care for them. Make sure you are prepared to properly care for hens before buying them – poultry veterinarians or experienced farmers are good sources of information. Often, social media is not a reliable source.

Here are some important questions to ask yourself:

## Are there legal obligations to caring for backyard laying hens?

Consult your local bylaws first to know if backyard hens are permitted in your area, and if there are any specific requirements that must be followed. Try searching your municipality's name and "backyard chickens." Here are a few commonly asked about locations:

- [Cranbrook \(https://cranbrook.civicweb.net/document/5350\)](https://cranbrook.civicweb.net/document/5350)
- [Kamloops \(https://www.kamloops.ca/our-community/community-initiatives/food-urban-agriculture/urban-hens\)](https://www.kamloops.ca/our-community/community-initiatives/food-urban-agriculture/urban-hens)
- [Prince George \(https://www.princegeorge.ca/City%20Services/PublishingImages/Pages/AnimalControlServices/Responsible%20Animal%20Ownership%20Bylaw%20405\)](https://www.princegeorge.ca/City%20Services/PublishingImages/Pages/AnimalControlServices/Responsible%20Animal%20Ownership%20Bylaw%20405)
- [Smithers \(https://www.smithers.ca/node/405\)](https://www.smithers.ca/node/405)
- [Vancouver \(http://vancouver.ca/people-programs/backyard-chickens.aspx\)](http://vancouver.ca/people-programs/backyard-chickens.aspx)
- [Victoria \(http://www.vacs.ca/bylaw-regulations/backyard-chickens/register-your-chickens\)](http://www.vacs.ca/bylaw-regulations/backyard-chickens/register-your-chickens)

It is very important to the well-being of hens to have at least two hens so they don't get lonely. However, municipalities may have restrictions on the maximum number of hens permitted on one property. New hens must be carefully introduced to the flock to ensure they get along.

Hens will lay eggs on their own; a rooster is not required. But what happens if you accidentally get a rooster? Hens and roosters look very similar as chicks, and even experienced breeders sometimes mistake a rooster for a hen. Municipalities who allow backyard laying hens often do not allow roosters due to noise. Ensure you have made arrangements in advance with the breeder to return any unexpected roosters to them.

Those caring for backyard laying hens must follow the requirements of the Canadian Code of Practice (<https://www.nfacc.ca/codes-of-practice/pullets-and-laying-hens>) for laying hens. However, it is recommended to go above and beyond what is required in this Code in order to further improve your hens' welfare.

## Can you provide a suitable environment for laying hens?

Laying hens require a comfortable, clean, well-ventilated, and secure house that provides them enough space to walk around and flap their wings. Hen houses (or coops) can be bought from stores, or you can make your own. Hen houses must have litter for chickens to scratch around in, perches for roosting, and comfortable nest boxes for hens to lay their eggs. They must also protect hens from the weather and predators like wild animals or cats and dogs.

Do you have an outdoor area that hens can explore? Exploring an outdoor environment allows hens to perform many natural behaviours, such as scratching around in the dirt, foraging through the grass, and dustbathing. The outdoor area should be enclosed with secure fencing to keep other animals out, and must be safe to ensure hens cannot become trapped within it or injured by it. Feed should be stored in secure containers and in an enclosed area to prevent attracting wildlife.

## Do you have access to veterinary care in your community?

Is there a veterinarian in your community that has experience treating chickens? It is essential you have a relationship with a veterinarian to help keep your hens healthy, and who can assist you if any health concerns come up, including euthanasia.

## Do you know how to prevent and detect disease in chickens?

Chickens are susceptible to diseases that can cause serious illness and even death. It is important that you follow guidelines to reduce the risk of disease. These include:

- Preventing contact between your hens and wild birds or other animals
- Regular cleaning of the hens' environment and equipment (e.g., feed and water dispensers)
- Recognizing common symptoms of health problems, and notifying your veterinarian of concerns. Signs to look for include:
  - Lack of energy or appetite
  - Coughing, difficulty breathing, or sneezing
  - Discharge from nostrils or eyes
  - Diarrhea
  - Decreased egg production
  - Hunched posture, head tucked under wing, drooping wings or tail
  - Lameness (abnormal walk)
  - Hiding
- Limit exposure to visitors – people can spread diseases to hens too
- Keep new hens separate when entering your flock until it's known they are healthy



## Are you aware of the risks to human health associated with keeping laying hens?

Chickens can carry various viruses and bacteria that can infect people, including Bird flu (**Avian influenza** (<https://www2.gov.bc.ca/gov/content/industry/agriculture-seafood/animals-and-crops/animal-health/reportable-notifiable-diseases/avian-influenza-ai/>)), *Campylobacteriosis* (*Campylobacter* bacteria), *E. coli* (*Escherichia coli* bacteria), and *Salmonellosis* (*Salmonella* bacteria). In most cases, these diseases are spread through the feces (poop) of infected chickens, contaminated food, or the environment.

It is very important that proper hygiene practices are followed to reduce your risk of disease. This includes:

- Always washing your hands after handling hens, or anything in their environment
- Not eating or drinking where your hens live or roam
- Not allowing hens to enter your home
- Wearing a separate pair of shoes for hen care, and keeping these shoes outdoors
- Remaining outdoors when cleaning equipment (e.g., feed and water containers)

## Do you know how to feed laying hens a well-balanced diet?

Providing laying hens a proper diet is essential to keeping them happy and healthy. Pet store bird feed may not meet the nutritional needs of your hens. A good quality commercial poultry feed should be the main part of their diet. Always consult with your veterinarian to ensure you are meeting the nutritional requirements of your hens throughout their lives.

To help your hens digest their food, they should have access to grit, such as gravel. It is very important your hens receive enough calcium in their diet, as calcium is used to produce eggs. If not, calcium deficiency can lead to osteoporosis (weak bones), as calcium normally used to form strong bones is instead being used for egg production.

In addition to feed, hens must have constant access to clean drinking water.

## Do you know how to provide enrichment to your hens to keep them happy?

Enrichment mentally stimulates chickens and allows them to perform natural behaviours. If your hens are not provided with enrichment, they may become stressed and frustrated. This could lead to the development of harmful behaviours such as feather pecking or bullying of other hens.

**Enrichment can come in many different forms** (<https://spca.bc.ca/news/backyard-chickens-enrichment/>), such as providing platforms for hens to explore, toys for hens to play with, or treat dispensers. It is important for enrichment items to be changed regularly, so that the hens do not become bored.



## What will you do with hens who have stopped laying eggs?

Hens can live for five to 11 years, yet their egg-laying diminishes significantly after the first year. Hens may stop laying eggs well before they reach the end of their natural life. Like any senior pet, older hens need special care to keep them healthy.

## How will you dispose of chicken waste?

How will you dispose of used litter, feathers the hens shed, and all that poop in an environmentally conscious way? Chicken waste can make a great garden compost, but do you have the time and space to carefully compost it?



Laying hens can be a great addition to your backyard as a source of eggs. But like any animal, it's important to ensure you are prepared and equipped to meet their unique needs – leading to happy and healthy hens.

For more information, [email the BC SPCA \(mailto:farminfo@spca.bc.ca\)](mailto:farminfo@spca.bc.ca).

## FarmSense newsletter

Are you passionate about farm animal issues? Subscribe to FarmSense newsletter. Four times per year you will receive news and information on what the BC SPCA is doing to help further farm animal welfare in Canada!

First Name

Last Name

☒ Email Address

SIGNUP



## *WildSafeBC position paper on the raising of urban livestock*

**WildSafeBC** understands and supports the concepts of local food security and we recognize that the raising of chickens and urban animal husbandry can be a part of a local food strategy. At the same time we would recommend that any production of food be done in a manner that is environmentally responsible and sustainable. Part of that responsibility lies in ensuring local food production does not create attractants for local wildlife.

**WildSafeBC** does not take a stance on whether or not animal husbandry (keeping of chickens, goats, pigs, bees, etc.) should be allowed in a municipal setting, but, if a municipality does allow for it then we encourage the adoption of bylaws that set out the following standards by which the practice can be undertaken. Please note that the recommendations are not meant to be exhaustive but only address those issues around reducing human/wildlife conflicts.

**Important: The following guidelines can only reduce conflict, not completely rid a community of the conflict that will be created by allowing an attractant such as chickens within their boundaries.**

If farm animals are to be kept in an urban setting, then the following minimum guidelines should be observed:

1. The raising of any domestic animals be conducted in such a manner as to not attract wildlife.
2. Specific measures that should be taken include:
  - a. The enclosure should have a properly installed and well maintained electric fence set up around its perimeter (see WildSafeBC's document called Electric Fence Guidelines)
  - b. The enclosure should be built in such a way as to exclude larger wildlife such as fox, coyote, cougar even without the application of electric fencing.
  - c. For chickens and small animals a coop or hutch within the enclosure should provide the animals with a safe roosting/nesting area and should be able to be closed for the night and be built so as to exclude small predators such as weasels, skunks or martens.
  - d. Enclosures should be located away from cover and within good sight lines for people approaching the enclosure.
  - e. Animals should be fed in such a manner as to ensure that no feed is left uneaten and available to wildlife. Feed which is not used by the animals should be cleaned out on a daily basis.
  - f. All feed should be stored in airtight, wildlife-resistant containers in locations that are not easily accessed by wildlife.
  - g. Any other wildlife attractants in close proximity to the enclosure must be managed so as not to attract wildlife to the enclosure.
3. In the event that the enclosure is breached by wildlife the incident should be reported immediately to the provincial hotline (1-877-952-7277).



## STAFF REPORT

**For:** Mayor and Council  
**From:** Lisa Clark, Chief Election Officer  
**Subject:** 2022 Election  
**Meeting date:** November 15, 2022

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### BACKGROUND

Section 158 of the *Local Government Act* requires the Chief Election Officer to submit a report to the Governing Body (Council) within 30 days after the declaration of the official election results:

#### Report of election results

**158** (1) Within 30 days after the declaration of official election results under section 98 for an election by acclamation or under section 146 for an election by voting, the chief election officer must submit a report of the election results to the local government.

(2) In the case of an election by voting, the report under subsection (1) must include a compilation of the information on the ballot accounts for the election.

(3) If the results of the election are changed by a judicial recount or on an application under section 153 [*application to court respecting validity of election*] after the report under subsection (1) of this section is submitted, the designated local government officer must submit to the local government a supplementary report reflecting the changed results.

### DISCUSSION

#### Village of Sayward 2022 election summary:

Nomination documents were accepted at the Village office up until 4:00 pm on September 9, 2022. 1 nomination package was received for the position of Mayor and 8 nomination packages were received for the position of Councillor. 1 candidate withdrew their nomination for Councillor before the deadline of September 16, leaving 7 candidates for the position of Councillor. Since only 1 nomination package was received for the position of Mayor, the position was acclaimed.

Two voting opportunities were held as well as an opportunity to vote by mail. Both the required advance voting opportunity on Wednesday October 5, and general voting day on Saturday October 15 were held in the Kelsey Centre from 8:00am to 8:00pm. 3 election personnel worked on advanced and general voting day and the venue was accessible and large enough to accommodate voters, staff, and registration/voting stations etc.

A total of 155 ballots were cast compared to 2018 when 114 ballots were cast. Voter turnout for 2022 compared to 2018 has been summarized in the chart below:

Voter Turnout	2022	2018
Sayward	53%	46%
Province	37%	36%

A compilation of the information on the ballot accounts is attached (Determination of Official Election Results)

#### **STAFF RECOMMENDATIONS**

THAT the 2022 Election report from the Chief Election Officer be received for information and discussion.

Respectfully submitted,

---

Lisa Clark, Chief Election Officer

Attachments:

- **2022 Determination of Election Results**



# DETERMINATION OF ELECTION RESULTS

## GENERAL LOCAL ELECTION – 2022

### COUNCILLOR

	BURCHETT	GILKIN	MALINSKI, DAVID	MALINSKI, MARY	MARSH	POULSEN	TINSLEY
Advance Voting Opportunity and Mail In Ballots: October 5, 2022 Kelsey Centre	20	31	9	16	5	21	29
General Voting Day: October 15, 2022 Kelsey Centre	76	95	35	52	34	56	69
<b>TOTAL NUMBER OF VOTES</b>	<b>96</b>	<b>126</b>	<b>44</b>	<b>68</b>	<b>39</b>	<b>77</b>	<b>98</b>

This determination of official election results was made by the  
Chief Election Officer on October 17, 2022 at 10:00am PST and  
is based on ballot accounts as amended or prepared by the  
Chief Election Officer.

Chief Election Officer



## STAFF REPORT

**To:** Mayor and Council  
**From:** Lisa Clark, CFO  
**Subject:** 2022-2026 Five Year Financial Plan Amendment Bylaw  
**Meeting date:** November 15, 2022

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### BACKGROUND

On May 3, 2022 Council adopted Five Year Financial Plan (2022-2026) Bylaw No. 483, 2022. Since the plan's adoption, several expenditures have been approved by Council resolution that require an amendment to the five-year financial plan. These expenditures are discussed below. Section 165(2) of the *Community Charter* allows Council to amend the financial plan by bylaw at any time. The purpose of this report is for Council to consider Five Year Financial Plan Amendment Bylaw No. 491, 2022.

Bylaw No. 483 Schedule "A" is to be deleted and replaced with Schedule "A" attached to and forming part of Bylaw No. 491.

### DISCUSSION

1. The following resolution was made at the February 15, 2022 Regular Council meeting:

#### **MOTION R22/25**

#### **MOVED AND SECONDED**

THAT as part of the Village of Sayward's ongoing work in relation to emergency radio communications, that an application for financial assistance under the Community Emergency Preparedness Fund 2022 Emergency Operation Centre grant be authorized for submission to the UBCM, in collaboration with the Strathcona Regional District (SRD); and

THAT the Village of Sayward agrees to the SRD submitting an application on their behalf, and that if funded, agree to the SRD managing the grant and being the recipient of all funding.

#### **CARRIED**

*This regional grant is providing \$5,000 to the Village to purchase VHF radio antennas as part of the Emergency Program. This funding and the expenditure were not included in the original 2022-2026 Financial Plan Bylaw and an amendment is required.*

2. The following resolutions were made at the April 19, 2022 Regular Council meeting:

#### **MOTION R22/78**

#### **MOVED AND SECONDED**

THAT \$24,500 (2022 roads budget \$7,500 and \$17,000 Transportation Infrastructure Reserve) be allocated to crack sealing in 2022; and,

THAT the 2022-2026 Financial Plan be amended accordingly; and,

THAT DKI be contracted to do this work based on the fact there is no mobilization and demobilization charges.

**CARRIED**

**MOTION R22/79**

**MOVED AND SECONDED**

THAT \$11,677.40 be transferred from the Sewer Surplus to fund the monitoring and security of the 4 new generators at the lift stations; and,

THAT the 2022-2026 Financial Plan be adjusted accordingly; and,

THAT \$160.00 per month be approved for monitoring fees for the 4 new generators at the lift stations to be funded through the Sewer Service and be incorporated into the budget for this department.

**CARRIED**

*These expenditures and funding source were not included in the original 2022-2026 Financial Plan Bylaw and an amended is required.*

3. Also at the April 19, 2022 Regular Council meeting, Council was advised of the awarding of a grant from the Indigenous Sport, Physical Activity & Recreation Council (ISPARC) in the amount of \$3,000 to purchase new sports equipment for the Kelsey Centre. An amendment to the 2022-2026 Financial Plan Bylaw is required in order to include this grant and the corresponding expenditures.
4. The following resolution was made at the May 17, 2022 Regular Council meeting:

**MOTION R22/102**

**MOVED AND SECONDED**

THAT the Transfer Switches - Lagoon and Public Works Staff report be received for review and discussion; and,

THAT \$4,841 be transferred out of sewer surplus and operating surplus (total \$9,682) to be used for the installation of 2 transfer switches, one at the lagoon, and other at the Public Works Yard; and,

FINALLY THAT the 2022-2026 Financial Plan be amended accordingly.

**CARRIED**

*This \$9,682 expenditure and funding source was not included in the original 2022-2026 Financial Plan Bylaw and an amendment is required.*

5. Local Government Climate Action Program (LGCAP) – In May of 2022 Staff were notified that a payment of \$41,082 was issued to the Village to support local climate initiatives aligned with the CleanBC Roadmap and the Climate Preparedness and Adaptation Strategy. This program replaces the previous Climate Action Revenue Incentive Program (CARIP) and more information will be brought to Council during the 2023-2027 financial planning sessions. The funding was not included in the original 2022-2026 Financial Plan Bylaw and an amendment is required.



6. Small Communities Grant – Staff were notified in June of 2022 that the annual Small Communities Grant was increased for 2022 as a one-time bonus to local governments. The additional funds received (\$101,000) were not included in the original 2022-2026 Financial Plan Bylaw and an amendment is required.

7. The following resolution was made at the June 7, 2022 In Camera Council meeting:

**MOTION IC22/43**

**MOVED AND SECONDED**

THAT Council approve up to \$15,000 for engineering reports to satisfy grant requirements facilitated by McElhanney transferred out of Water Reserves; and,

THAT Council Approve up to \$5,000 for the grant application out of the designated fund for grant writing for the purposes of applying for the UBCM Strategic Priorities Fund.

**CARRIED**

*The \$15,000 expenditure and funding source was not included in the original 2022-2026 Financial Plan Bylaw and an amendment is required.*

8. The following resolution was made at the July 19, 2022 In Camera Council meeting:

**MOTION IC22/62**

**MOVED AND SECONDED**

THAT Council approves the purchase of 301 MacMillan Drive for the sum of \$115,000; and,

THAT funding for this purchase be taken from the 2022 Small Communities Grant; and,

THAT the 2022-2026 Financial Plan be amended accordingly; and,

FINALLY THAT a staff report be presented to Council at the August 16<sup>th</sup> meeting on the finalization of this purchase.

**CARRIED**

*The \$115,000 expenditure and funding source (Small Communities Grant) was not included in the original 2022-2026 Financial Plan Bylaw and an amendment is required.*

9. In August of 2022 the Village was notified that it was successful in obtaining grant funding for an updated Asset Management Program in the amount of \$45,000. This funding was not included in the original 2022-2026 Financial Plan Bylaw and an amendment is required.

10. The following resolution was made at the September 20, 2022 Regular Council meeting:

**MOTION R22/163**

**MOVED AND SECONDED**

THAT Council receive, discuss, and provide Staff with direction on the Kelsey Centre schedule; and,

THAT Council approve the opening of the Kelsey Centre for 5 hours on Saturdays until December 31, 2022; and,

FURTHER THAT \$4,000 be transferred from the COVID Reserve Fund to offset additional facility re-opening expenditures; and,

FINALLY THAT the 2022-2026 Financial Plan be amended accordingly.

**CARRIED**

*The \$4,000 expenditure and funding source was not included in the original 2022-2026 Financial Plan Bylaw and an amendment is required.*

**11.** The following resolution was made at the September 20, 2022 In Camera Council meeting:

**MOTION IC22/89**

**MOVED AND SECONDED**

THAT Council receive and discuss the Gazebo upgrades report; and,

THAT the bids for the gazebo works be accepted as laid out in the staff report; and,

THAT COVID-19 Restart Grant funding be used to a maximum amount of \$22,491 not including GST/PST to provide upgrades to the gazebo infrastructure as outlined in the staff report dated September 6 so that access for vulnerable populations is maximized; and,

FINALLY THAT this item be brought out of in camera.

**CARRIED**

*The \$22,491 expenditure and funding source was not included in the original 2022-2026 Financial Plan Bylaw and an amendment is required.*

**12.** The following resolution was made at the October 4, 2022 Regular Council meeting:

**MOTION R22/171**

**MOVED AND SECONDED**

THAT Council receive, discuss, and provide direction on the Vandalism/Camera system report; and,

THAT Council direct staff to obtain two quotes to replace the camera system; and,

THAT Staff be authorized to replace the camera system to a maximum of \$15,000; and,

FURTHER THAT COVID-19 Reserve funds be used to used to purchase the camera system; and,

FINALLY THAT the 2022-2026 Financial Plan be amended accordingly.

**CARRIED**

*The \$15,000 expenditure and funding source was not included in the original 2022-2026 Financial Plan Bylaw and an amendment is required.*

**13.** The following resolution was made at the November 1, 2022 Regular Council meeting:

**MOTION R22/182**

**MOVED AND SECONDED**

THAT Council approves the funding sources for the VIU reports as outlined in the staff report - \$10,000 from the COVID-19 Reserve and \$20,000 from operating surplus; and,

THAT the 2022-2026 Financial Plan be amended accordingly.

**CARRIED**

*The \$30,000 expenditure and funding source was not included in the original 2022-2026 Financial Plan Bylaw and an amendment is required.*

## **RECOMMENDATIONS**

THAT Five Year Financial Plan Amendment Bylaw No. 491, 2022 be given first, second and third reading.

Respectfully submitted,

---

Lisa Clark, CFO

### **Attachments:**

- **Five Year Financial Plan Bylaw No. 483, 2022**
- **Five Year Financial Plan Amendment Bylaw No. 491, 2022**



## VILLAGE OF SAYWARD

### BYLAW NO. 483

---

#### A BYLAW TO CONFIRM AND ADOPT THE 2022 – 2026 FINANCIAL PLAN

---

**WHEREAS** under section 165 of the *Community Charter* the Council for the Village of Sayward is required to adopt a financial plan before the annual property tax bylaw is adopted.

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

1. This bylaw may be cited as **"Five Year Financial Plan Bylaw No. 483, 2022"**.
2. Schedule "A" attached hereto and forming part of this Bylaw is hereby adopted and is the Financial Plan for the Village of Sayward for the period 2022-Jan-01 to 2026-Dec-31.
3. The expenditures set forth in Schedule "A" are hereby authorized.
4. Schedule "B" attached hereto and forming part of this Bylaw is hereby adopted and is the Financial Plan Objectives and Policies for Funding Sources and Distribution of Property Value Taxes.
5. Bylaw No. 472 cited as "Five Year Financial Plan Bylaw No. 472, 2021" is hereby repealed.

Read a first time on the 19<sup>th</sup> day of April 2022.

Read a second time on the 19<sup>th</sup> day of April 2022.

Read a third time on the 19<sup>th</sup> day of April 2022.

Adopted on the 3<sup>rd</sup> day of May 2022.

Certified a true copy of Bylaw  
No. 483 this \_\_\_\_ day of \_\_\_\_\_,

\_\_\_\_\_

\_\_\_\_\_  
Chief Administrative Officer  
Village of Sayward

Original signed by "M. Baker"  
Mayor

Original signed by "L. Clark"  
Corporate Officer

**Village of Sayward**  
**2022 – 2026 Five Year Financial Plan Bylaw No. 483, 2022**  
**Schedule A**

	2022	2023	2024	2025	2026
<b>REVENUES</b>					
<b>Taxation</b>					
Property Value Taxes	377,266	414,993	444,043	475,126	508,384
Parcel Taxes	8,108	38,607	38,607	38,607	38,607
Utilities/Payments in Lieu of Taxes	11,725	11,960	12,199	12,443	12,692
<b>Total Taxation</b>	<b>397,100</b>	<b>465,560</b>	<b>494,849</b>	<b>526,176</b>	<b>559,683</b>
<b>Fees and Charges</b>					
Recreation	14,550	14,620	14,691	14,764	14,839
Licences/Permits	8,700	8,700	8,700	8,700	8,700
Sewer Utility	75,152	77,783	80,505	83,323	86,239
Water Utility	140,290	144,498	148,833	153,298	157,897
Solid Waste Fees	37,153	39,010	40,961	43,009	45,159
Other Revenue	85,308	80,668	81,039	82,421	82,814
<b>Total Fees and Charges</b>	<b>361,153</b>	<b>365,280</b>	<b>374,730</b>	<b>385,515</b>	<b>395,649</b>
<b>Other Revenue</b>					
Federal Government Grants	71,562	75,143	75,143	75,143	75,143
Provincial Government Grants	375,000	375,000	375,000	375,000	375,000
Capital Asset Grants	0	1,823,120	0	0	0
Other Grants	342,065	552,500	2,500	2,500	2,500
<b>Total Other Revenue</b>	<b>788,627</b>	<b>2,825,763</b>	<b>452,643</b>	<b>452,643</b>	<b>452,643</b>
<b>Proceeds From Borrowing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers Between Funds</b>					
Statutory Reserve Funds	0	0	0	0	0
Surplus/Reserve Accounts	260,100	103,880	14,000	0	0
<b>TOTAL REVENUE</b>	<b>1,806,979</b>	<b>3,760,482</b>	<b>1,336,221</b>	<b>1,364,334</b>	<b>1,407,975</b>
<b>EXPENSES</b>					
<b>Municipal Purposes</b>					
General Government Services	549,410	446,484	450,988	455,621	460,389
Fire, Emergency & Protective Services	63,741	53,574	54,887	54,797	55,465
Public Works, Roads, Drainage	134,659	131,509	133,934	136,438	139,027
Parks & Recreation	317,342	262,440	268,058	273,902	279,989
Sewer Utility	92,469	75,936	77,453	79,023	80,649
Water Utility	160,330	138,181	141,151	144,248	147,482
Solid Waste Operations	53,806	45,612	46,435	47,273	48,129
Interest Payment on Municipal Debt	1,837	16,538	16,396	16,320	16,320
Amortization	206,535	206,535	206,535	206,535	206,535
<b>Annual Surplus/(Deficit)</b>	<b>226,850</b>	<b>2,383,673</b>	<b>-59,616</b>	<b>-49,824</b>	<b>-26,010</b>

**Village of Sayward**  
**2022 – 2026 Five Year Financial Plan Bylaw No. 483, 2022**  
**Schedule A, cont.**

<b>Capital Expenditures</b>					
General Capital Expenditures	314,000	2,327,000	14,000	0	0
Sewer Capital Expenditures	77,000	150,000	0	0	0
Water Capital Expenditures	0	0	0	0	0
<b>Principal Payment on Municipal Debt</b>	20,050	35,937	35,929	22,287	22,287
<b>Adjustment for Non-Cash Items (Amortization)</b>	-206,535	-206,535	-206,535	-206,535	-206,535
<b>Transfers Between Funds</b>					
Statutory Reserve Funds	0	0	0	0	0
Surplus/Reserve Accounts	22,335	77,271	96,990	134,424	158,238
<b>FINANCIAL PLAN BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Village of Sayward**  
**2022 – 2026 Five Year Financial Plan Bylaw No. 483, 2022**  
**Schedule B**

**Financial Plan Objectives and Policies for Funding Sources and Distribution of Property Value Taxes**

**A. Funding Sources**

Over the term of the plan funding sources as defined in S(165)(7) of the Community Charter are derived as shown in Table 1; amounts and proportions shown for fiscal 2022.

Table 1: Funding Sources, Fiscal 2022

Taxation	\$	397,100	21.98%
Fees, Charges & Other Revenue	\$	361,153	19.99%
Federal & Provincial Grants	\$	788,627	43.64%
Appropriation from Surplus/Reserves	\$	260,100	14.39%
	\$	1,806,979	100.00%

**Objectives and Policies:**

- Seek and identify alternative revenue sources.
- Reduce dependency on taxation.
- Annually review proportion of revenue that is received from user fees and charges and increase rates as required.

**B. Distribution of Municipal Property Taxes Across Property Classes**

Over the term of the plan municipal property taxes are distributed across eight property tax classes as shown in Table 2; approximate amounts and proportions shown for fiscal 2022.

Table 2: Distribution of Municipal Property Taxes, Fiscal 2022

Class 1 - Residential	223,802	59.322%
Class 2 - Utilities	1,611	0.427%
Class 4 - Major Industry	-	0.000%
Class 5 - Light Industry	118,975	31.536%
Class 6 - Business & Other	23,768	6.300%
Class 7 - Managed Forest	5,323	1.411%
Class 8 - Recreation/Non-Profit	3,792	1.005%
Class 9 - Farm	-	0.000%
	\$ 377,266	100.00%

**Objectives and Policies:**

- Tax rates are fully adjusted to eliminate the impact of changes in assessment due only to market changes as identified by the BC Assessment Authority.
- Attract and sustain commercial and industrial development to/in the Village.
- Maintain property tax rates at a level that attracts families to the Village.
- Council will continue to encourage economic development initiatives designed to attract more businesses to the area.
- Regularly review and compare the Village's distribution of tax burden relative to other small BC municipalities.

**C. Permissive Tax Exemptions**

The Village of Sayward believes that Permissive Tax Exemptions are an appropriate way to recognize the value of the services provided to the community by non-profit organizations. Exemptions are granted by Bylaw and are reviewed annually.

**Objectives and Policies:**

- Continue to provide permissive tax exemptions to non-profit societies that contribute social, economic and cultural benefits to the community.



**VILLAGE OF SAYWARD**

**BYLAW NO. 491**

---

**A BYLAW TO PROVIDE FOR THE AMENDMENT OF THE FINANCIAL PLAN (2022-2026)**

---

**WHEREAS** pursuant to Section 165 of the *Community Charter*, "Five Year Financial Plan Bylaw No. 483, 2022" was adopted on May 3, 2022;

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

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

1. This Bylaw may be cited as **"Five Year Financial Plan Amendment Bylaw No. 491, 2022"**
2. "Five Year Financial Plan Bylaw No. 483, 2022" is hereby amended by deleting Schedule "A" in its entirety and replacing it with Schedule "A" attached to and forming part of this Bylaw.

Read a first time on the \_\_\_\_ day of \_\_\_\_\_ 2022.

Read a second time on the \_\_\_\_ day of \_\_\_\_\_ 2022.

Read a third time on the \_\_\_\_ day of \_\_\_\_\_ 2022.

Adopted on the \_\_\_\_ day of \_\_\_\_\_ 2022.

Certified a true copy of Bylaw  
No. 491 this \_\_\_\_ day of

\_\_\_\_\_, \_\_\_\_\_

\_\_\_\_\_  
Chief Administrative Officer  
Village of Sayward

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Corporate Officer

**Village of Sayward**  
**2022 - 2026 Financial Plan Bylaw No. 483, 2022**  
**Schedule A**

	2022	2023	2024	2025	2026
<b>REVENUES</b>					
<b>Taxation</b>					
Property Value Taxes	377,266	414,993	444,043	475,126	508,384
Parcel Taxes	8,108	38,607	38,607	38,607	38,607
Utilities/Payments in Lieu of Taxes	11,725	13,627	13,900	14,178	14,461
<b>Total Taxation</b>	<b>397,100</b>	<b>467,227</b>	<b>496,549</b>	<b>527,910</b>	<b>561,453</b>
<b>Fees and Charges</b>					
Recreation	14,550	14,620	14,691	14,764	14,839
Licences/Permits	8,700	8,700	8,700	8,700	8,700
Sewer Utility	75,152	77,783	80,505	83,323	86,239
Water Utility	140,290	144,498	148,833	153,298	157,897
Solid Waste Fees	37,153	39,010	40,961	43,009	45,159
Other Revenue	85,308	80,668	81,039	82,421	82,814
<b>Total Fees and Charges</b>	<b>361,153</b>	<b>365,280</b>	<b>374,730</b>	<b>385,515</b>	<b>395,649</b>
<b>Other Revenue</b>					
Federal Government Grants	71,562	75,143	75,143	75,143	75,143
Provincial Government Grants	463,000	362,000	362,000	362,000	362,000
Capital Asset Grants	0	1,823,120	0	0	0
Other Grants	436,147	598,582	48,582	48,582	48,582
<b>Total Other Revenue</b>	<b>970,709</b>	<b>2,858,845</b>	<b>485,725</b>	<b>485,725</b>	<b>485,725</b>
<b>Proceeds From Borrowing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers Between Funds</b>					
Statutory Reserve Funds	0	0	0	0	0
Surplus/Reserve Accounts	413,591	103,880	14,000	0	0
<b>TOTAL REVENUE</b>	<b>2,142,552</b>	<b>3,795,232</b>	<b>1,371,004</b>	<b>1,399,150</b>	<b>1,442,826</b>
<b>EXPENSES</b>					
<b>Municipal Purposes</b>					
General Government Services	624,410	449,709	454,213	458,846	469,314
Fire, Emergency & Protective Services	68,741	53,774	55,087	54,997	55,665
Public Works, Roads, Drainage	156,500	136,350	138,775	141,279	143,868
Parks & Recreation	361,833	267,590	273,208	279,052	285,139
Sewer Utility	108,987	75,936	77,453	79,023	80,649
Water Utility	175,330	138,181	141,151	144,248	147,482
Solid Waste Operations	53,806	45,612	46,435	47,273	48,129
Interest Payment on Municipal Debt	1,837	16,538	16,396	16,320	16,320
Amortization	206,535	213,668	213,668	213,668	213,668
<b>Annual Surplus/(Deficit)</b>	<b>384,573</b>	<b>2,397,873</b>	<b>-45,382</b>	<b>-35,556</b>	<b>-17,408</b>

**Village of Sayward**  
**2022 – 2026 Five Year Financial Plan Bylaw No. 483, 2022**  
**Schedule A, cont.**

<b>Capital Expenditures</b>					
General Capital Expenditures	429,000	2,327,000	14,000	0	0
Sewer Capital Expenditures	77,000	150,000	0	0	0
Water Capital Expenditures	0	0	0	0	0
<b>Principal Payment on Municipal Debt</b>	20,050	35,937	35,929	22,287	22,287
<b>Adjustment for Non-Cash Items (Amortization)</b>	-206,535	-213,668	-213,668	-213,668	-213,668
<b>Transfers Between Funds</b>					
Statutory Reserve Funds	0	0	0	0	0
Surplus/Reserve Accounts	65,058	98,604	118,357	155,825	173,973
<b>FINANCIAL PLAN BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>